

THE JUSTICE LAW AND ORDER SECTOR

ANNUAL PERFORMANCE REPORT 2012/13

9/20/2013
JLOS SECRETARIAT

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LIST OF ACRONYMS

ADR	Alternative Dispute Resolution
AIDS	Acquired Immune Deficiency Syndrome
ASTU	Anti-Stock Theft Unit
ART	Anti-Retroviral Therapy
BDR	Birth and Death Registration
CAO	Chief Administrative Officer
CFPU	Child and Family Protection Unit
CFPOs	Child and Family Protection Officers
CJRP	Commercial Justice Reform Programme
CJS	Criminal Justice System
CLOs	Community Liaison Officers
CSOs	Civil Society Organisations
DANIDA	Danish International Development Agency
DCC	District Coordination Committees/District Chain Linked Committees
DCIC	Directorate of Citizenship and Immigration Control
DCSC	District Community Service Committee
DGAL	Directorate of Government Analytical Laboratory
DNA	Deoxyribonucleic acid
DPC	District Police Commander
DPG	Development Partners Group
DPP	Directorate of Public Prosecutions
EAC	East African Community
EDF	European Development Fund
EU	European Union
EU DGAP	European Union Democratic Governance and Accountability Programme
FIDA	Uganda Association of Women Lawyers (Federacion Internationale D'Abogados)
FHRI	Foundation for Human Rights Initiative
GAL	Government Analytical Laboratory
GBV	Gender Based Violence
GOU	Government of Uganda
HIV	Human Immuno-Deficiency Virus
HRBA	Human Rights Based Approach
HURINET	Human Rights Network Uganda
ICC	International Criminal Court
IEC	Information Education and Communication
ICITAP	International Criminal Investigations Training Assistance Programme
IFMS	Integrated Financial Management System
J4C	Justice for Children
JSC	Judicial Service Commission
KIDDP	Karamoja Integrated Disarmament and Development Programme
LABF	Legal Aid Basket Fund
LAP	Local Administration Prison
LASPNET	Legal Aid Service Providers Network

LCC	Local Council Court
LCCA	Local Council Court Act
LDC	Law Development Centre
M&E	Monitoring and Evaluation
MIA	Ministry of Internal Affairs
MoU	Memorandum of Understanding
MOFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MOJCA	Ministry of Justice and Constitutional Affairs
MTEF	Medium Term Expenditure Framework
NAADS	National Agricultural Advisory Services
NEMA	National Environmental Management Authority
NCSP	National Community Service Programme
NFP	National Focal Point (For Light Arms and Small Weapons)
NGOs	Non-Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
NUSAF	Northern Uganda Social Action Fund
NTR	Non Tax Revenue
OC-CID	Officer in Charge – Criminal Investigations Directorate
OHCHR	Office of the High Commissioner for Human Rights
PISCES	Personal Identification Secure Comparison Evaluation System
PLE	Primary Leaving Examination
PPC	Probationary Police Constable
PPU	Policy and Planning Units
PRDP	Peace, Recovery and Development Plan
PTS	Police Training School
RSA	Resident State Attorney
RSP	Resident State Prosecutor
SB	Special Branch
SGBV	Sexual and Gender Based Violence
SIP	Strategic Investment Plan
SIPIII	Third Strategic Investment Plan
SOCOs	Scene of Crime Officers
SPCs	Special Police Constables
SWAp	Sector Wide Approach
TAT	Tax Appeals Tribunal
TB	Tuberculosis
TJ	Transitional Justice
ToT	Training of Trainers
UACE	Uganda Advanced Certificate of Education
UCE	Uganda Certificate of Education
UHRC	Uganda Human Rights Commission
ULRC	Uganda Law Reform Commission
ULS	Uganda Law Society
UN Women	United Nations Women
UNICEF	United Nations Fund for Children

UPDF	Uganda Peoples' Defence Force
UPF	Uganda Police Force
UPS	Uganda Prisons Service
UN	United Nations
UPDF	Uganda Peoples' Defence Forces
UPPC	Uganda Printing and Publishing Corporation
URSB	Uganda Registration Services Bureau

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INTRODUCTION AND OVERVIEW OF SECTOR PERFORMANCE

The Justice Law and Order Sector Annual Performance Report 2012/13, assesses the performance of the sector during the FY 2012/13 across the seventeen institutions that constitute the JLOS annual planning and budgeting framework. Performance was measured at all levels of the results chain from impact to results, outputs, activities and input usage.

The performance information in the report was generated from the analysis of the data from sector submissions which are attached as annexes to this report.

This is the first annual performance report under the Third Sector Strategic Investment Plan (SIPIII) adopted in March 2012. The report follows the SIPIII structure and tracks performance against targets set out in the JLOS Monitoring and evaluation plan

This performance report covers all activities undertaken and outputs produced by the JLOS agencies using the totality of the JLOS resource envelope which includes the SWAp basket funds, GoU recurrent and development expenditure as well as other multilateral and bilateral project support that the sector institutions accessed during the FY 2012/13

The report is divided into 5 chapters. Chapter 1 is the introduction and over view of sector performance, Chapter 2 performance under outcome 1, chapter 3 performance under outcome 2, chapter 4 performance under outcome 3 and chapter 5 is financial performance.

The sector goal under the SIPIII is to promote the rule of law. This is reflected in the quest to increase public satisfaction with JLOS services from 60% in 2011 according to the JLOS baseline survey 2012 to 70% by 2016; the sector is also striving to improve public confidence in the justice system from 26% in 2012 to 44% in 2016 and enhancing the index of judicial independence from 3.8 to 4 in 2016.

The sector was not able in the reporting period to determine the current level of satisfaction and confidence in the justice system, however we can conclude that there was improvement if we take proxy indicators such as the reduction in cases of mob-justice which reduced by 30%, the increase in number of cases reported at police including the non-criminal cases which stood at 273957, as well as the 56% increase in cases filed in court. Recent developments in the country also show that the justice system is being resorted to in resolving disputes and many people including Members of Parliament, civil society among other who feel dissatisfied with administrative and executive decisions are running to the court system for redress. The President at one time is quoted to have said that if Parliament did not approve some people he had appointed to cabinet he was going to Court. The international competitiveness report too points to this fact in the indicators discussed under outcome one below which ranks Uganda 49th out of 144 countries in terms of the efficiency of the legal system in resolving disputes. All the above developments point to growing confidence in the justice system and growing satisfaction by the users of the justice system.

According to the Global Competitiveness Report 2013 Uganda is ranked 80th out of 144 countries in the index of judicial independence with a score of 3.5 compared to 3.7 previously. In the region Tanzania dropped 2 places from 75th to 77th with a similar index of 3.5 just like Uganda. Kenya improved from position 103 to 85th and Burundi from 143rd to 141st position with scores of 3.4 and 1.7 respectively. The sector must therefore devise strategies to assure independence of the judicial process for a better global ranking. There is need to fast track the enactment of the Judiciary Administration Bill as well as enabling laws for the DPP. Also continued capacity development of the JLOS institutions and staff will be crucial if the sector is to attain the expected targets by 2016/17. The sector must also continue to address corruption both actual and perceived.

HIGHLIGHTS OF THE SECTOR PERFORMANCE AT OUTCOME AND OUTPUT LEVELS IN 2012/13

The Sector was also able to complete a study and prepare draft legislation to amend legislation affected by decisions of Court. Such legislation includes the Evidence Act, Magistrates Courts Act, Trial on Indictments Act, Penal Code Act, Divorce Act, Police Act and the Anti-Terrorism Act. Reforms are also under way to provide a safer and more conducive environment for witnesses through the draft Witness Protection bill.

The Sector initiated legislation to strengthen institutions including the Judiciary Administration bill and an enabling law for the DPP. As a result of these interventions, Uganda is now ranked 80th out of 144 countries globally in the Global Competitiveness' Index of Judicial Independence.

The Sector developed joint inspection guidelines, which are expected to improve inspections across JLOS institutions, strengthen the Inspectors' Forum and popularize and enforce set targets on compliance with codes of conduct.

The overall implementation of the targets set under the SIPIII is being promoted through institutional strategic plans that are aligned to the JLOS SIP. 11 out of the 17 JLOS institutions now have approved institutional SIPs, and 5 have final drafts awaiting management approval. In addition to this, the DPP, UHRC, UPF, UPS, Tat, URSB and DCIC developed service delivery standards.

The Constitution (Sentencing Guidelines for Courts of Judicature) (Practice) Directions were launched to promote transparency and uniformity in sentencing, provide mechanisms of victims and community participation in criminal justice and equal protection of the law.

A handbook on verification of Uganda Citizenship was developed to guide the mass enrollment of citizens under the National Security Information Systems project and the issuance of national identity cards. To date 30,000 national Identity cards have been issued and it is expected that by 2016, over 16 million Ugandans would have been issued with national identity cards.

Priority legislation under the NDP was drafted including the Private Public Partnership Bill, East African Development Bank (Amendment) Bill and the National Biotechnology Bill and the Trade Licensing Act and Free Zones Act were enacted. The Companies Act and Geographical Indications Act were passed into law and regulations were adopted for the Trademarks Act,

Companies Act, Capital Market's Act and Insolvency Act. These pieces of legislation usher in significant reforms to the law governing business associations and intellectual property that underpin economic development.

The Sector has come close to completing the reform of all laws outstanding from SIPII. Work is still pending on the Industrial Property Bill, the Marriage and Divorce Bill and the HIV/AIDS Control Bill.

In terms of enforcement of enacted legislation, of the 25 laws enacted in the past 2 years, only 2, the Partnership Act and the Geographical Indications Act, are not fully operational. The Domestic Violence Act was translated into 8 local languages and the sector is piloting the establishment of 5 safety centres to provide essential services through the referral pathway to improve service delivery to survivors of domestic violence. In addition the Sector launched the amended Police Forms 3 to address evidential challenges created by ambiguities between the previous Police Form 3 and the amended provisions on defilement in the Penal Code Act. The Female Genital Mutilation Act No.5 of 2012 was simplified, 100 copies of the NGO guidelines for district and sub-county monitoring committees were printed and disseminated.

The sector completed its study on Traditional Justice and Truth Telling and a final report was printed. The report recommends the recognition of traditional justice and truth telling mechanisms as legitimate justice options for dispute settlement in post-conflicts situations.

The Sector has also supported the International Crimes Division of the High Court to develop Rules of Procedure and Evidence that are now pending adoption by the Rules Committee. The Sector also maintained its recommendations for a conditional amnesty, while committing to make provision for amnesty in the Transitional Justice law.

The 6th JLOS National Forum recognised that the current hybrid of formal systems and customary systems need to be harmonised. This is to be achieved through extensive consultation and dialogue and the Uganda Law Reform Commission has commenced on preparations for a consultative study to inform the Sector's actions in this regard. The Ministry of Local Government continued to strengthen the Local Council Courts system through the re-establishment and induction of LCCIII in 54 districts.

JLOS institutions have identified opportunities offered by regional integration and are undertaking efforts to harness these opportunities. The Sector has finalized drafting of amendments to number of statutory instruments to bring them into compliance with the Common Market Protocol. These include the Uganda Citizenship and Immigration Control (Fees) (Amendment) Regulations 2013; the Companies (Fees) (Amendment) Rules 2013; the Architects Registration (Presumption of Forms and Fees) (Amendment) Regulations, 2013. Sector institutions have also been involved in key processes leading to regional integration.

The focusing on improving the availability and accessibility of JLOS services the Sector invested in increasing case disposal, physical de-concentration of services, reduction of lead times, reduction in crime and easing business registration processes.

In the reporting period infrastructure development has continued. The sector opened and staffed 9 new Grade One magistrates' Courts and constructed 5 One-stop JLOS service points (mini-

JLOS Stations) in Kayunga, Lamwo, Isingiro, Kanungu and Bundibugyo, thereby completing the chain of justice. Ground breaking took place for a further Mini-JLOS station in Kyenjojo. Also 4 more DPP stations were opened in Lyantonde, Nakifuma, Mitooma and Nakapiripirit bringing the total national coverage by DPP to 71.4% of districts. The investments translated into an increase in the number of districts with a complete chain of JLOS services from 30% in 2011/12 to 34.8%. The Sector is developing an infrastructure development plan and concluded the establishment of a sector wide geographical information system (GIS) to guide and inform investments in infrastructure.

The Uganda Police Force completed construction of the CIID headquarters at Naguru, which are currently housing the police headquarters as efforts are underway to construct the JLOS House and UPF headquarters. 3 police stations were also constructed in Bulambuli, Kibuku and Kisoro. The UPF is now functionally present in 95% of all sub-counties. The MoJCA has also extended its coverage to Moroto, following the finalisation of construction of the Mini-JLOS, while the MoGLSD completed construction of the Arua remand home and were urged to follow this up with gazetting and operationalization of the facility

The Law Development Centre is undertaking construction of an Auditorium that is expected to reduce the student/classroom ration from 1:40 to 1:20. LDC has also opened study centres in Arua, Mbarara, Mbale, Kitgum and Gulu to provide training in the Administrative officers' course.

The sector overcame most of the challenges that delayed the full implementation of the PRDP projects. The Judiciary completed 4 out of the 7 constructions under PRDP, while the DPP completed 3 of the 7 on-going construction projects. The remaining projects are expected to be completed in December 2013. DCIC also completed the construction of the Amudat Border Post and the completion of the GAL regional laboratory in Gulu is on track and is expected to be completed in the year 2013/14. In the case of UPF 85% of the remaining PRDP constructions were retendered and new contractors took charge.

Within the reporting period, 11 Grade One Magistrates, 17 Judges and 11 Justices of Appeal were appointed and deployed to ensure functionality of Courts. As a result, all High Court circuits have a resident judge and all courts now have coram. The recruitments are expected to go a long way in addressing the high caseload of judicial officers. In terms of case disposal, the courts recorded 89.12% disposal rate of registered cases disposing 112996 cases compared to 126781 cases registered. The disposal rate in Chief Magistrates Courts stood at 92% of registered cases, while Grade one and two magistrates Courts registered 95% and 97% respectively. As a result the sector registered an improvement in the average length of stay on remand for capital offences at 11.4 months from 11.8 months reported in 2011/12. Though the indicator paints a good future there is need to ensure that the gains achieved are not reversed

The Commercial Division commenced the pilot phase of the Small Claims Procedure with the formal adoption of Rules and the launch of the pilot in Mengo, Masaka, Kabale, Lira, Arua and Mbale Chief Magistrates' Courts.

The JLOS House project commenced with the allocation of Shs.5.7 billion which was applied to the preparation of detailed designs for the construction, resettlement of police officers and fencing of the land. The Sector procured 3 contractors who are preparing the detailed designs for the JLOS House complex, Appellate Courts and Police Headquarters. Relocation of police officers is complete and fencing of the land is on-going.

A total of 5,143 Probationary Police Constables and 535 Police Cadets undergoing training at Kabalye were successfully passed out and deployed. Ideally this would have reduced to police to population ratio from 1:709 to 1:690, however no recruitments have taken in the last two years and the rate of attrition and the 3% population growth have eroded any gains. Police to population ratio now stands at 1:754. The crime rate remained low at 305 for every 100,000 placing Uganda 87th out of 144 countries with regard to reliability of police services.

The DCIC issued 76,499 passports to Ugandans representing a 7.7% growth in the number of passports issued and the lead time for passport issuance was maintained at 10 days. In terms of registration URSB completed 39,824 transactions in the Business registry including registration of 17,424 Companies, 16,443 documents and 1,703 Trademarks. The Civil registry recorded 49,130 transactions including registration of 44,060 births, 2,564 deaths and 24 adoptions.

Within the reporting period, all officers in charge of police posts were appointed Community Liaison Officers and they are required to engage and conduct community dialogues within their jurisdictions to address local level challenges and empower the people to fight crime.

The Law Development Centre published 3000 copies of the Uganda Law Reports for 2006 and 2009 to support the dissemination of decisions and development of jurisprudence. The Judiciary in turn developed court user guides and strengthened user committees as a way of communicating service delivery standards. The DPP developed a gender policy and UPF created a department of gender and sexual based violence aimed at eliminating bias and discrimination in access to justice by the vulnerable. The Judiciary trained and deployed 30 court interpreters and procured and installed transcription and court recording equipment in various courts to facilitate and speed up court hearings.

Through outreach programmes, the ULS sensitized communities on a wide array of legal and human rights issues. While the Tax Appeals Tribunal amended its Rules of Procedure to provide for more user friendly procedures for the users resulting into a 76% disposal rate of cases.

The MoLG continued to provide materials for the LCCII Courts, however delayed elections of LCI and II have proved a challenge to the operations of the LCCIII courts which are now compelled to operate as courts of first instance to meet the needs of the public.

JLOS institutions under SIPIII are giving special consideration to children, poor women and men and other identified categories of users presently underserved by JLOS institutions. JLOS is also tracking institutional performance in respect to services that vulnerable groups commonly access using administrative data collected by the various institutions and attempting to disaggregate based on aspects of gender, age education, location among others. These include administrative services particularly services by the Administrator General, case management with particular reference to gender based crime, violence against children, land and family justice.

In this regard, the Administrator General opened a total of 3,058 new files, inspected 167 estates and wound up 200 estates as planned. Land courts were rolled out to 15 Chief Magisterial areas and as a result 1,576 land cases were disposed of. The UPF sensitized 330 police officers on child protection and the laws on SGBV and conducted 544 home visits, 167 school visits and 217 networking activities involving 61,954 participants.

The Sector registered a 9.9% overall reduction in juveniles involved in crime in the reporting period. However there was an overall increase in crimes involving children by 12.2% with child neglect and defilement leading. On a positive note however, there was a decrease in child abuse and torture.

With improved investigations capacity conviction rates are now at 53.6% and specific measures to boost rehabilitation of offenders including juveniles have led to reduced levels of recidivism. The UPF canine unit was expanded from 36 police stations in 2011 to 44 in 2012. The UPF has also rolled out the community policing programme. UPF also registered a decrease in terrorism activities and this has been attributed to sensitisation workshops and awareness campaigns.

To promote the safety of persons and security of property, the UPF partnered with Local Governments and acquired 46 new firefighting trucks and equipment to be based in municipalities and busy town centres.

The National Community Service Programme registered significant progress in service delivery with 90 out of the 103 districts with courts having functional district community service committees. There was a steady increase in the use of community service as a sentencing option with 8,846 orders issued within the year.

The National Focal Point for Small Arms and Light Weapons under the Conflict Early Warning and early Response Unit, conducted sensitisation programmes in conflict prevention, management and resolution in districts neighbouring Karamoja.

The sector is enhancing access to transitional justice through a multiplicity of approaches. In order to deliver quality services to affected persons, the sector built capacity of actors in the criminal justice sector including police, prosecution and the judiciary in investigation, prosecution and adjudication of transitional justice cases.

The sector also continued to work to ensure that there is a functional low cost model for legal aid that integrates the state briefs, standards for legal aid provision and complements the pro-bono scheme. To this end, a draft Legal Aid policy was finalized and approved by the Sector Leadership. The ULS opened 3 new legal aid clinics in Mbarara, Arua and Soroti and handled a total of 8,359 clients. The Law Development Centre in turn handled 770 cases in its clinics and was able to divert 764 child offenders. Justice Centres Uganda reached 16,004 persons and held 154 community outreaches focusing on specific issues notably how to resolve land conflicts, family disputes especially those related to custody and child maintenance as well as criminal law.

The Sector has been able to maintain the average time to disposal of human rights complaints at 24 months, in line with the set targets and the disposal rate of registered human rights complaints stands at 29.6% compared to 22.3% in 2011. Overall there was a reduction of 31.5% in new

complaints to the UHRC due to various interventions such as training of police officers and enactment of the Prohibition and Prevention of Torture Act. Complaints against the Police in particular, reduced by over 24%.

Human rights desks have been established in the Uganda Police Force and functional human rights committees have been established in 95% of the prison units. The Uganda Police Force has also trained 200 former Local Administration Police on the protection of rights of suspects and conducted 20 regional training of trainers on the Prohibition and Prevention of Torture Act. Since 2010, the Professional Standards Unit of the UPF has registered 7,048 complaints against police and 4,005 of these complaints have been concluded with 359 being referred to the Courts for prosecution and 638 being handled through the UPF disciplinary mechanisms.

The UHRC monitored 597 places of detention, where it was noted that compliance with the 48 hour Rule is still a challenge. Key interventions are required to address this challenge including improving capacity in investigations, provision of critical ancillary services such as medical examinations and addressing corruption, apathy and community attitudes to remedial measures such as Police Bond.

In the reporting period, the average remand to convict ratio stood at 54% remands to 45% convicts with 0.5% being civil debtors, a clear decline from 2011/12 when the number of pre-trial detainees stood at 52%. Challenges still remain however with the 48.5% of the capital remands who have been committed and are pending trial before the High Court, where no mandatory time limit has been provided for their detention before trial. The biggest challenge for the reporting period was the limited number of Judges to handle the huge number of inmates committed for trial. It is anticipated that the recent appointment of judges will yield better results in the near future.

Within the reporting period 35,565 prisoners were looked after and provided with 3 meals a day, medical care and basic necessities. Sanitary items, including sanitary pads were provided to all female inmates and 148 babies residing with their mothers in the prisons were supported. Although the holding capacity of prisons was increased by 4.5% from 14,559 to 14,908, the average prison population grew by 7% resulting in an increase in occupancy rates from 226% to 238.5%. This calls for a multi-pronged approach involving all actors in the chain of justice to address the soaring prison population. The Sector is also exploring alternatives such as the review of the trial procedures, fast tracking the disposal of cases and promoting the application of community service orders where appropriate. Water and sanitation works in the prisons have achieved a reduction in the use of the bucket system by 13.5% from 148 to 128 prison units. Reforms have also contributed to a reduction in the escape rate from 9.5/1000 to 8.4/1000, reduced recidivism from 26.8% to 26.7% and reduced mortality from 1.5/1000 to 1/1000.

In the reporting period 7,869 inmates were imparted with life skills ranging from industrial training and agricultural skills to formal education. 15,607 inmates were counseled and 791 were re-integrated into their communities once they had completed their sentences.

The sector through the MoJCA is developing a gender mainstreaming checklist for purposes of integrating gender principles and standards into draft legislation and Judiciary in turn has developed a Gender Policy aimed at providing a framework for gender mainstreaming and addressing key gender obstacles to court users.

Through its anti-corruption strategy that addresses both individual and institutional accountability, the Sector is mainstreaming accountability and the national policy on zero tolerance to corruption in management of public services. The strategy strives to enhance the sector capacity to prevent corruption, strengthen detection, investigation and adjudication of corruption cases and promote and enforce effective mechanisms for punishment of those found culpable.

The Anti-corruption Division obtained a 95.7% disposal rate, with 360 of the 376 registered cases disposed of. The sector calls on the Judiciary to expeditiously conclude the Constitutional Petition pending against the operations of the Division to ensure that the gains registered are not reversed.

The Judiciary is promoting external accountability through the development of a performance enhancement mechanism that will allow for the evaluation of judicial officers by the public. The Judicial Code of Conduct is also under review and a separate code of conduct for non-judicial officers is being drafted. The Judiciary has also developed an Anti-corruption Strategy Implementation Plan to support the Sector's Anti-corruption Strategy.

The Judicial Service Commission registered a 57.6% disposal rate of registered cases and as a result of the cases handled 6 judicial officers were dismissed, 2 were retired in public interest and 2 were severely reprimanded. The law Council also registered a 36.5% disposal rate of complaints against Advocates.

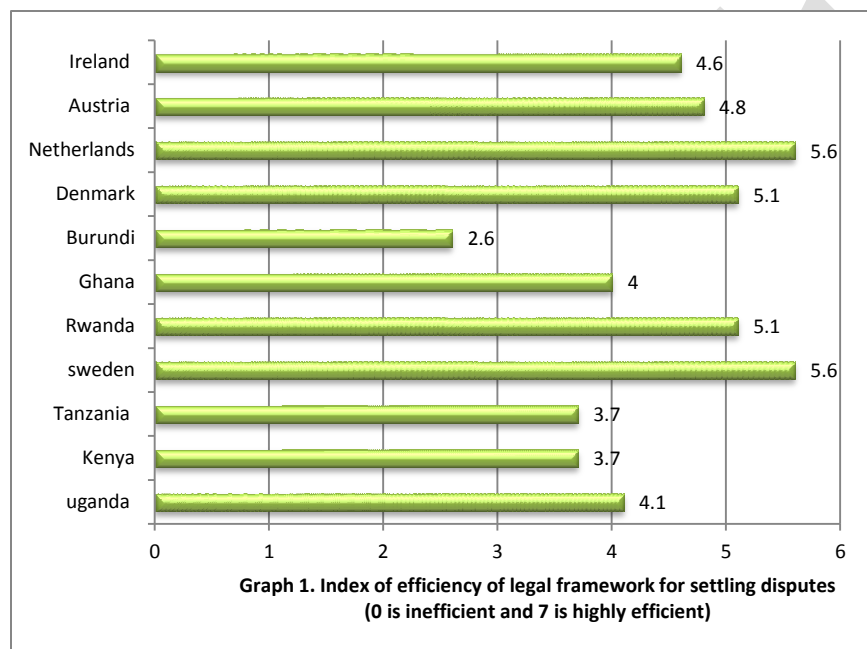
In terms of internal accountability, the Sector Swap Fund received a clean audit opinion compared to previous years when fund accounts were qualified on account of low absorption and co-mingling of funds. In terms of human resource management and accountability, eth DPP carried out Performance Appraisal Training for their officers at the Headquarters and various stations and the Judiciary carried out induction courses for support staff who had not been inducted on recruitment.

PERFORMANCE AGAINST THE SIPIII OUTCOMES

OUTCOME 1: POLICY AND LEGAL FRAMEWORK STRENGTHENED

JLOS is striving to provide a strong, harmonized and consistent legal, regulatory and policy environment conducive for national development. Such an environment is a core public good and is critical in enhancing productivity, growth; competitiveness and socio-economic transformation. Under this outcome the sector in the reporting period started the journey that will lead to a 50% increase in proportion of the public confident in the enforcement of existing laws, a 50% increase in the use of Alternative Dispute Resolution Mechanisms; and a 45% increase in target population with access to updated laws.

According to the global competitiveness report 2012-13, Uganda is now ranked 49th out of 144 countries from 54th in 2011/12 as having an efficient legal framework for settling disputes with a score of 4.1 out of 7 as shown in the graph below, compared to Denmark at 13th with a score of 5.6, Kenya at 72nd with as a score of 3.7, Ghana at 50th, and Burundi at 134th with a score of 2.6.



The country is also ranked 59th with regard to the efficiency of the legal framework in challenging regulation with a score of 3.9 out of 7 in 2012/13 from 3.8 in 2011/2, compared to Tanzania and Kenya that take position 70 and 69 respectively. According to the JLOS baseline survey 2012 public confidence in the enforcement of existing laws stands at 29%, use of

ADR generally is at 80% but only 26% of the cases in courts and tribunals are resolved through ADR while the target population with access to updated laws stands at 52.6%

1.1. The Legal and Policy environment underpinning JLOS service delivery improved

The sector is implementing programs to reduce gaps created by obsolete laws and inadequate procedures to foster improved service delivery. This is because; performance of a number of JLOS institutions is constrained by obsolete laws; inadequate procedures and/or gaps in law and procedure and/or interference with institutional independence. All the 4 studies targeted as per the M&E framework were started and are yet to be completed. These include review of the

Citizenship and Immigration Control Act, Reform of the civil procedure regime, development of enabling law for Government Analytical Laboratory and review of market legislation. However, 4 studies started the previous financial year were completed in the reporting period and below is the process report on each of the studies undertaken by the sector over the reporting period.

We need to note that in order to give full value to these studies the sector must fast track the implementation of the proposals made to ensure the bills are quickly enacted into law.

The sector completed a study and made proposals for the reform of law governing criminal trial procedure in Uganda mainly through the review of the Trial on Indictments Act and the Magistrates Courts Act. The review addresses delays in criminal proceedings with the aim of reducing backlog of cases, modernizing criminal trial procedure and addresses injustices created by the delays in the current trial process. It also introduces plea bargaining, pre-trial and trial disclosure of information, among others. So far the Trial on Indictments (Amendment) Bill and the Magistrates Courts (Amendment) Bill has been drafted.

The Sector also reviewed and made proposals for the reform of the Succession Act, Cap 162 and Administrator General's Act Cap 157 with a view to removing inconsistencies that exist in the law as well as ensuring that the laws are in line with the Constitution and that they promote gender equality. A study was finalized and two bills namely, the Succession (Amendment) Bill and the Administrator General's (Amendment) Bill were drafted and submitted to the Minister of Justice and Constitutional Affairs for submission to cabinet.

The sector further conducted a study of court decisions that affected a number of laws, consequent to which; an omnibus amendment bill has been drafted to amend the following laws;

- a. Evidence Act, Cap.6
- b. Magistrates Courts Act, Cap.16
- c. Trial on indictment Act, Cap.23
- d. Government proceedings Act, Cap.77
- e. Penal Code Act, Cap 120
- f. Succession Act, Cap.162
- g. Police Act, Cap.303
- h. The Divorce Act, Cap. 249
- i. Anti-terrorism Act 2002, Act No.14 of 2002
- j. Uganda People's Defence Forces Act 2005, Act No.7 of 2005

The sector recognizes the critical role played by witnesses in the administration of justice amidst the challenges such as provision of physical, emotional, economic and moral protection and inadequate enabling environment to facilitate their appearing and testifying in courts of law. To bridge this gap, the sector drafted and is to submit to the Minister of Justice and Constitutional Affairs the Witness Protection Bill. The proposed bill also gives witnesses security against possible reprisals after they have testified in courts.

The sector prepared a legislative drafting manual to guide and ensure consistency, uniformity and reduce lead times while drafting bills and also in the revision of laws.

The sector started consultations to review the National Citizenship and Immigration Control Act, Government Analytical Laboratory enabling law and regulations, the penal code and drafted amendments to the ULRC Act, Employment Act, Explosives Act and Markets Act

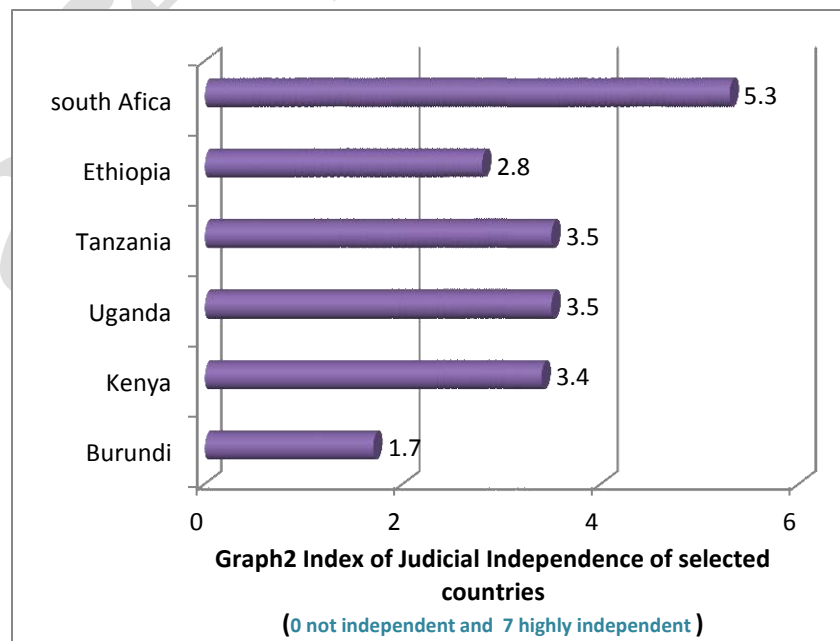
1.2. Independence of JLOS institutions strengthened

In addition to the legal framework, JLOS is vigorously pursuing the protection of the independence of its institutions through addressing root causes of institutional vulnerability. JLOS facilitated the budgetary process and made strong proposals before the executive and Parliament as well as the development partners that saw an increase in resource allocation to the sector in the reporting period increase by 11% in nominal terms.

JLOS is also working to ensure third party compliance with constitutional provisions while promoting and maintaining communication channels between all JLOS institutions and the State. The sector carried out periodic monitoring to drum adherence to 48hour rule in the police cells. Though this has not achieved the needed impact, it at least featured on the agenda of the sector management structures' discussion. From the joint JLOS/DPG monitoring, it has been realized that we need to address structural and capacity gaps to address this challenge.

The Administration of Justice Bill was submitted to cabinet which provides for increased financial and operational independence of the Judiciary as provided for in the Constitution. An enabling law for the office of the DPP was also drafted.

As a result of the above new interventions and other existing intervention Uganda is ranked 80th out of 144 countries in the World with regard to the index of judicial independence comparatively scoring 5.5 out of 6 as shown in the graph 2 above:-



Source: Global Competitiveness Report 2012-13

It was also established from the JLOS baseline survey report 2012 that 38% of the respondents regard the Judiciary as independent, with more men and lawyers at 44% and 47% respectively. We however acknowledge that the Judiciary and DPP still lack proper laws to anchor their independence.

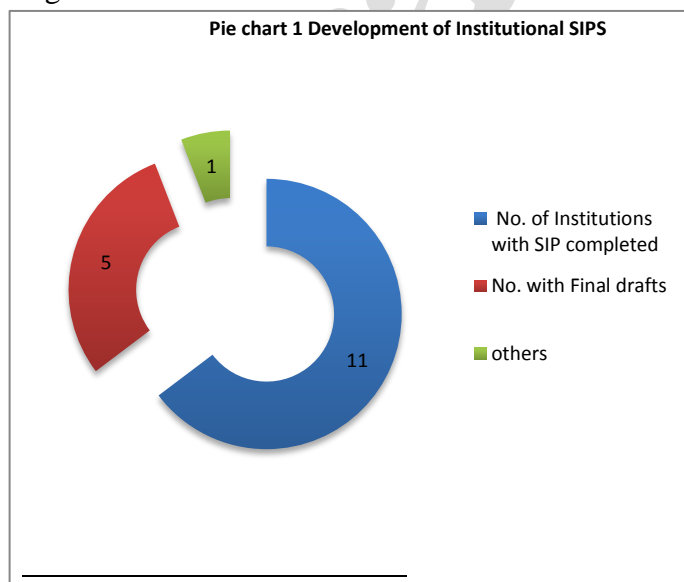
Sector institutions also face a shortage of key staff who are critical drivers for independence of institutions. Other challenges include, staff remuneration, lack of adequate accommodation infrastructure for staff and offices and interference in the land justice administration by politicians and the executive sometimes frustrating the implementation of court orders. Therefore the sector should continuously work towards addressing some of these constraints.

1.3. Administrative Service Delivery Standards Harmonised.

The sector is undertaking and supporting administrative action to improve service delivery. Sector institutions are reviewing and strengthening their service delivery standards in line with the JLOS SIP III results framework. The sector has embarked on a process of strengthening inspection and oversight mechanisms with a view of harmonization and development of a body of simple, coherent and rights based service standards across institutions.

In the reporting period, the sector developed the joint inspection guidelines which are expected to improve inspection across JLOS institutions. It is however envisaged that with continued strengthening of the inspectors' forum, set targets on compliance with codes of conduct will be met and service delivery standards will be popularized and enforced. In the Judiciary, Police and Prisons regular and adhoc inspections were carried out to ensure compliance and to respond to public complaints.

The Public Order Management Bill was passed by Parliament to improve maintenance of law and order, set the standard for police and the public in management of public order situations as well as guide demonstrations. However the bill is awaiting Presidential assent before it becomes law. The bill was developed out of consultative process with strong input and based on guidelines by the human rights commission. We hope that the final act will bear all the hallmarks of a human rights compliant legislation but enable the sector meet the objectives for which the legislation



Furthermore the sector secured development assistance from the Dutch government to support the implementation of the sector Strategic Investment Plan as well as the development of institutional strategic plans. In the reporting period as illustrated in the pie chart, 11 out of 17 institutions completed their institutional investment plans in line with the sector SIPIII, 5 institutions¹ have final drafts awaiting management approval while

¹ UPF, JSC, CADER, MoJCA, and MoGLSD

DCIC has just started the process, but was provided with the necessary logistics. This is illustrated in the pie chart 1 showing development of institutional SIPS.

To ensure adherence to international best practice the Prison Act, regulations and prison administration guidelines were harmonized, this was achieved by gazetting the new Uganda Prison Rules and Regulations. The rules provide a unique self-guide for inmates, their relatives, friends and lawyers and provide a direction towards the shift from a penal to a correctional system. Relatedly, three new policies namely Comprehensive Human Resource Development and Training Policy, Staff Transfer and Deployment policy and the Rewards and Recognition policy were developed and await Prison Council approval. UPS also expanded creating 3 more directorates and 8 more departments.

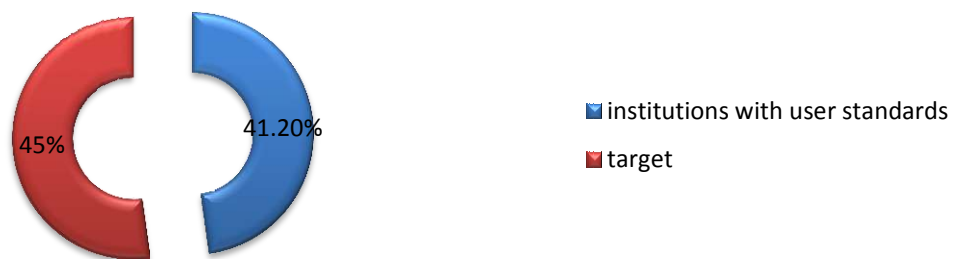
The UPF finalized the review of the Police Act, and is currently reviewing the Police Standing Orders to align with the new police structure. UPF further developed disciplinary court procedure guidelines. In order to improve service delivery, command and control the UPF created 8 directorates bringing the total to 17 directorates. This is expected to reduce lead times in investigation and response to crime.

In the reporting period, DPP, UHRC, UPF and UPS developed service delivery standards. Others that have developed internal guides on service delivery include TAT, URSB and DCIC. This implies that 41.2% of the JLOS institutions have user standards as illustrated in the pie chart 2 and table 1 below-

Table 1 Performance against administrative service delivery targets

Output Indicator	Responsibility	Baseline 2010/11	Target 2012/13	performance 2012/13
Average time to clear through immigration border points (Minutes)	DCIC	5	5	2
Proportion of JLOS institutions with user standards developed and disseminated	JLOS SEC	5%	45%	41.2%

Pie chart 2 Number of institutions with user standards against target



The service delivery standards complement the Client Charters which are a contract between the institutions and the clients. Currently over 64% of the sector institutions including ULS, TAT, MoLG, MIA, DPP, UPS, MoJCA, JSC, UHRC and DCIC have Client Charters while the Commercial of the Judiciary also has a client charter now being reviewed for wider application to the whole Judiciary.

The challenge is adherence and popularization of the service delivery standards. For example in Judiciary, many of the service delivery standards are known but are hardly enforced. This is also worsened by the lack of functional management information systems in the sector institutions as well as limited capacity to regularly collect data.

Noticeable in the reporting period was a reduction in time taken to clear through the Uganda Immigration Border Points to under 5minutes. These are therefore signs that service delivery is improving. Suffice to add that meeting the various service delivery standards requires heavy investment in tools, equipment, people and training.

In order to improve the sentencing regime the sector in the reporting period completed the review and launched The Constitution (Sentencing Guidelines for Courts of Judicature) (Practice) Directions. The Sentencing guidelines promote transparency and uniformity in sentencing; provide mechanisms of victims and community participation in criminal justice and equal protection before the law. This will in the long run reduce public outcry on the apparent existing inconsistencies in sentences thereby enhance confidence in the judicial system. A sentencing reform Bill was also prepared. A total of 120 people including judicial officers, state attorneys, advocates and police men were trained so far and the training will continue in the next FY on application of sentencing guidelines



Hon Justice B J Odoki launching the sentencing guidelines

The DPP developed an internal training policy, a client charter, and a drafted case management standards manual which is awaiting top management approval. The DPP's inspection and quality assurance program ensured that **81%** of the Directorate's offices met minimum performance standards (quality of legal opinions) and **65%** of recommendations of internally conducted research were implemented. This performance was also attributed to acquisition of computers and legal reference materials that were distributed to upcountry DPP offices.

The sector with support from the Austrian Development Cooperation trained members of the JLOS steering committee in management for development results (MfDR). The one day training for JLOS policy managers was aimed at building the capacity of the steering committee in ensuring a conscious delivery of SIPIII results as well as deepening a result based culture in JLOS institutions. A similar but more intensive training was also planned for the JLOS technical committee in the first quarter of 2013/14.

1.4. The legislative and regulatory framework for the realization of national development objectives improved

This component relates to demand led improvements for new and improved legislation in response to socio and economic development priorities. The sector emphasis here is on enactment of strategic laws, policies and regulations to promote growth, employment and prosperity.

Table 2 Performance against legal reform for National development targets

Output Indicator	Responsibility	Baseline 2010/11	Target 2012/13	Performance 2012/13
Studies undertaken	ULRC	6	4	4
Bills submitted to cabinet	MOJCA	5	4	6
Bills tabled in Parliament	MOJCA	4	4	6
Enabling laws published and enacted	MOJCA	6	6	14

As illustrated in table 2 above all targets set under this outcome were met and in most cases exceeded. In the reporting period 14 laws were published and enacted compared to the 6 laws targeted, 6 bills were tabled in Parliament compared to the targeted 4 while 6 bills were submitted to cabinet compared to the 4 targeted. This performance is attributed to the continuous capacity building programmes in the sector, increased coordination and communication as well as investment in advocacy programmes targeting key laws initiated by the sector.

The sector acknowledges the need to facilitate citizen identification to foster economic development and fight crime. In the reporting period, a handbook on Verification of Uganda Citizenship was developed to facilitate the mass enrollment of citizens under the National Security Information Systems Project (National Identity Card Project). The DCIC in line with Section 30 Cap 66 of the National Citizenship and Immigration Control Act; produced and is distributing 30,000 National Identity Cards. It is expected that by 2016, over 16million Ugandans would have acquired National IDs.

In FY 2012/2013, the Directorate of First Parliamentary Counsel drafted and monitored the enactment of Trade Licensing Act and Free Zone Act. The Private Public Partnership Bill 2012, the East African Development Bank (Amendment) Bill 2013 and the National Biotechnology Bill 2012 are before Parliament. These laws are a priority for the promotion of investment and employment in line with the National Development Plan (NDP).

Significant also in the reporting period was the enactment of the company's law, as well as geographical indications law. With the coming into force of the new company law the number of stages when registering a company has reduced from 5 to 2 and companies can be registered within 16 working hours from 24 working hours previously. The law also enables the incorporation of one Man Company and has enhanced compliance monitoring. The sector made and adopted regulations for the Trademarks Act, Companies Act, Capital markets Act,

Insolvency Act making them fully operational and work is on-going on preparation of regulations for the Partnerships Act to bring it into full effect. These are critical because they underpin economic development. The Only bills at the commencement of SIPIII that are now pending are the Marriage and Divorce Bill, the Industrial Property Bill, and HIV/AIDS Control Bill.

The sector supported land administration by strengthening the Land Police Protection Unit, the High Court Land Division, and rolling out land courts in magisterial areas. The sector in addition fast tracked the Registration of Titles Act together with the Ministry of Lands. This has led to decongestion of registries through the creation of sub- regional offices.

The sector undertook advocacy on the HIV/ AIDS Control Bill and submitted a report to the relevant committee of Parliament.

The sector finalized drafting the Financial Leasing Bill to facilitate trade by accessing credit facilities from financial institutions. This Bill, if enacted into law, will be the first of its kind in Uganda and it is expected to promote business competitiveness by extending financial and capital facilities to the business community.

1.5. Enforcement of Laws improved

JLOS is preceding all legislative processes with comprehensive research, gender and diversity analysis; comprehensive strategies to promote public participation and user access to laws. The Sector message reinforces the recognition that service users have rights that need to be recognized; that they have a voice in shaping the legislative, regulatory and policy environment; that they should be treated fairly and equally; and that they should benefit from the protection of the rule of law.

The Sector made and adopted regulations for the Trademarks Act and the Companies Act making them fully operational and work is on-going on regulations for the Partnerships Act to bring the law into full effect. Although Uganda registered a fall in ratings in the Doing Business Index for the year 2013 from 119 to 120, significant steps were taken geared as facilitating business and providing a more conducive environment for economic development. In terms of legislative reforms, the enactment of the Companies Act, No1 of 2012 is a fundamental change in the laws. The Act provides for significant reforms including the establishment of the “One-man Company” and importantly the reduction of procedures for registration of a company to one single form. This coupled with on-going reforms at the Uganda Registration Services Bureau, including the automation of processes and the newly introduced on-line business name searches help to reduce barriers to starting up a company, a critical aspect of competitiveness assessments. The Geographical Indications Act was passed and provides a regime for specialized trademarks that protect unique and innovative products from Uganda. This provides an arena for better marketing and innovation and therefore greater business sophistication and enhanced competitiveness.

Over 50% of the bills at the commencement of SIPIII whose enactment was pending have been enacted. Only three of such bills are now pending including the Marriage and Divorce Bill, the Industrial Property Bill, and HIV/AIDS Control Bill. Out of the 25 laws enacted in the past 2 years only 2 are not fully operational including the Partnership Act and Geographical

Indications Act. The sector must however, fast track gazetting of regulations for the above laws, now that the full clusters of business registration laws have been enacted.

Also the sector recorded a 6 fold increase in adult offenders on rehabilitation programmes, reduced the number of laws not in force to 8% compared to the targeted 45%. Under juvenile justice 230 juveniles were rehabilitated and reintegrated posting a 32% increase which was more than double the targeted number. This over performance is linked to the sector strategy of results based management and the need to have impact of the proposed reforms. However the number of companies and businesses registered were 39,824 which reflected 45% decline. The Bureau is urged to invest in outreach programmes and processes to encourage informal businesses to register and take advantage of the benefits of registration.

Table 3 performance against targets on enforcement of laws

Output Indicator	Responsibility	Baseline 2010/11	Target 2012/13	performance 2012/13
Annual count bills of at the commencement SIPIII whose enactment by Parliament is pending	MOJCA	8	6	5
Number of prioritized laws simplified and translated	ULRC, MOJCA	2	2	2
Number of adult offenders in custody on educational vocational training	UPS	1750	10% increase	7869
Annual count of companies, trademarks, businesses etc registered	URSB	72,604	77686	39,824
Proportion of businesses declared insolvent wound up	URSB	6	10%	3
Increase Juvenile offenders rehabilitated and reintegrated	MOGLSD	174	15%	230
Proportion of new enacted laws not yet in force	ULRC	50%	45%	2 out of 25=8%

The sector translated the Domestic Violence Act into 8 local languages as one way of promoting the understanding and enforcement of the domestic violence act. With the support of the UN Joint Programme on Gender Equality the sector is piloting the establishment of 5 safety centres in Gulu, Moroto, Lira, Mbarara and Masaka in which female and male victims of domestic violence find free shelter and food”.

The Safety Centres are expected and to show government commitment to establishment and running of the GBV centres. The model adopted by Uganda consists of a multi-sectoral and inter-organizational coordinated approach with provision of essential services through the referral pathway to improve service delivery to survivors/victims.

With support of JLOS Development Partners, the sector launched the amended Police Form 3. This was meant to address ambiguity in the PF3 which was leading to numerous interpretations of the information provided by court and the changes brought about by amendment of the defilement law under section 129 of the Penal Code Act in 2007 in which the term sexual activity was re-defined and the concept of aggravated defilement was introduced. A Police Circular on the use of the amended Form was circulated to all police stations and posts across the country. The form is now presently in use in all Police Stations and Posts across the country. With support from UN Joint Programme on Gender Equality, a training of stakeholders will be undertaken. The main objective of the training is to improve the competency and build capacity of the stakeholders to manage SGBV cases and enhance medical-legal service provision,

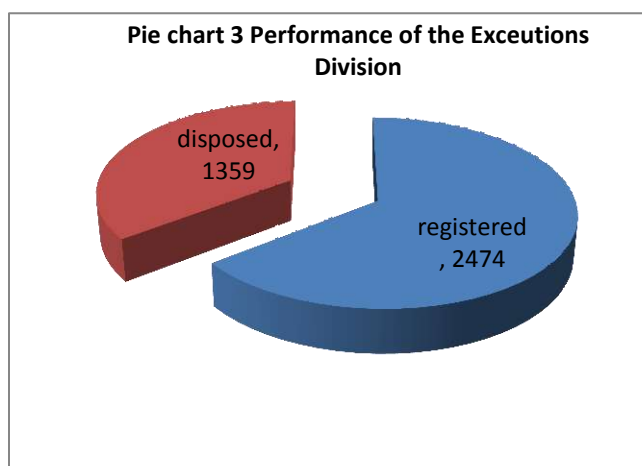
information gathering and documentation of forensic evidence to inform investigations, prosecution and adjudication of sexual and gender based cases and assaults throughout the criminal justice system. The training will empower the medical personnel especially the clinical officers and Registered Mid-wives who were not hitherto carrying out the function before the amendment to familiarize with the forms. This will ensure an expansion of medical examiners and responders to SGBV cases.

The sector also enhanced pay for postmortem from shs 4000 to 50,000 and medical examination in SGBV cases from shs 3000 to 25,000 and provided resources to UPF in the work plan for this purpose. This gesture was to improve the response of medical personnel in supporting criminal investigations. The sector must address sustainability of this effort by dialoging with the ministry of public service to revise the fees application in the public service standing orders. There is also need to ensure cross sectoral linkages between the health sector and JLOS.

The sector has intensified sensitization of key duty bearers especially, Police, Prisons, other security agencies, judicial officers, UHRC staff among others, on their role in the implementation of the law against torture.

The Sector simplified the Female Genital Mutilation Act No. 5 of 2010 and the Domestic Violence Act No. 3 of 2010 to enable the public to easily understand and make use of these laws. We wish to report that in the period under review, the sector prepared and submitted Cabinet memo on the NGO Bill to cabinet; printed and disseminated 1000 copies of NGO guidelines for district and sub county monitoring committees; held 7 radio talk shows on the NGO policy; printed the NGO policy (400 copies) and NGO regulations (500). The sector also prepared Cabinet memoranda among others on Principles to amend the Immigration Act, Principles for the Forensic Evidence and DNA Database Law, Protocol on combating Drug Trafficking in EAC, on draft Uganda Citizenship and Immigration Control(Fees) amendment Regulations 2012. The proposed amendments are intended to improve enforcement of existing legislation.

In the Judiciary an Executions division was created and is now fully operational headed by a Judge of the High Court. In the reporting period as shown in the pie chart 3 below, out of 2474 cases filed for execution, 1359 were disposed of returning a 55% disposal rate of registered cases. It must be noted that 1741 cases remained pending the previous financial year, implying that the total disposal rate of the division was 32.2%. The low rate of disposal of cases by the executions division is



attributed to limited manpower as well as executive interference in the execution of court orders especially in cases involving land. The sector is therefore investing in outreach programmes and dialogue with key stakeholders such as RDCs to improve the situation. User committee for the executions division is to be set up and periodic meetings shall be organized to deal with the major challenges identified. The DCCs are also going to be strengthened and regional Chain Linked Committees (RCC) established as provided in SIPIII in which key stakeholders will be brought on board.

URSB developed the Receiving of Application Process guidelines. These provide that for any document to be filled, the company file must be up to date including annual returns. This ensures compliance with the company's Act leading to elimination of quack companies.

The ULS enforced continuous legal education for advocates so as to ensure that lawyers keep informed of the new trends and emerging issues on legal and policy framework. A total of 44 lawyers had training in Oil and Gas related issues and 320 on retirement benefits. The ULS should however in future work closely with other JLOS institutions to ensure that their training programmes adhere to sector priorities.

The Ministry of Internal Affairs developed a final national action plan on small arms and light weapons as well as the draft bill on firearms. It marked firearms in all the regions of Uganda Prison Service and five regions of Internal Security Organisation. The CEWERU strategic plan was launched to strengthen pastoral related conflict mitigation.

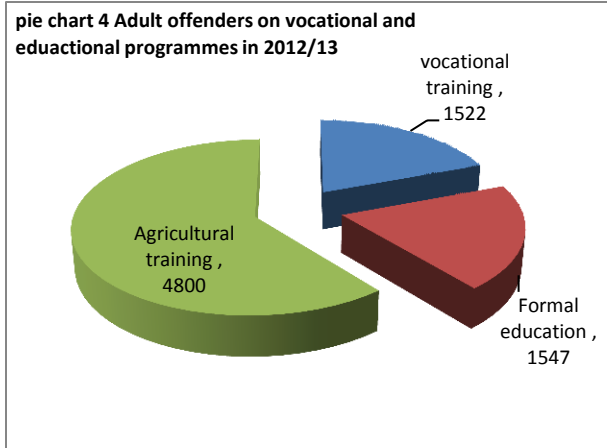
As part of enforcement of the Immigration Act, the DCIC arrested and investigated a total of 1159 immigrants and deported 295 illegal immigrants out of the country. This was possible because of increased surveillance and investment in border control. The DCIC however must fast track automation of its business processes and deal with both real and perceived corruption in service delivery.

The DPP in partnership with the Private Sector (British American Tobacco, URA, Uganda Bureau of Standards, Sebalu & Lule advocates and Moringa Ogilvy), developed, launched and disseminated the Prosecutors' Manual on Illicit Trade. In essence this manual is meant to guide and provide relevant insights for prosecution process and criminal law principles to prosecutors, investigators and other stakeholders on prosecution of various cases of illicit trade such as; consumption of substandard goods, tax evasion through smuggling and unlawful use of narcotics among others.



Uganda Prison Service Industries- Masindi,

The UPS enrolled 7869 inmates on rehabilitation programmes including those who are committed for trial and have stayed on remand for over a year. This is a positive development, because such inmates were not included in the rehabilitation programmes before. As a result the number of offenders in custody on educational and vocational programmes registered a 349% increase compared to the targeted 10% increase. A total of 1522 were enrolled in vocational training in various prison industries, 1547 in formal education programmes and 4800 in agricultural training programmes as illustrated in the pie chart 4.



To strengthen constitutionalism and enforcement of laws, the Constitution and the Local Governments Act were reprinted. The Local Governments Act and Local Council Courts Act were simplified and a compendium of land laws including the Land Act were published and availed to the public.

1.6. Transitional Justice Policy and Policy enacted

The Sector continues to honor its commitment toward the development of transitional justice which stemmed out of an official Government request by the Office of the Prime Minister in 2008, following the presentation of a report by the Hon. Minister of Internal Affairs on the Juba Peace Process. Cabinet decided that Ministries/ Institutions under their respective mandates immediately put in place the necessary mechanisms and procedures to implement Governments obligations.

The JLOS transitional justice processes are guided by Government commitments during the Juba peace process which yielded five negotiated peace Agreements between the Government of Uganda and the Delegation of the Lord's Resistance Army (LRA). In particular, The Agreement on Accountability and Reconciliation that emphasizes the need to find just, peaceful, and lasting solutions to conflict, to promote reconciliation and restore harmony and tranquility within the affected communities and in Uganda generally. The Agreement also requires the Government of Uganda to adopt appropriate policy frame work for the implementation of



Participants at the TJ Policy stakeholders' consensus building workshop

the terms of the agreement.

The Sector finalized the consultations on traditional justice and truth telling and the final study report was published. The study recommends the recognition of traditional justice mechanisms as legitimate justice options for dispute settlement in post conflict situations. The study further recommends the adoption of truth telling mechanisms to foster reconciliation and promote accountability.

The study informed the development of a comprehensive national transitional justice policy and the preparation of the draft National Transitional Policy was completed within the reporting period.

The policy which is an integral part of the overall policies on national development and makes clear linkages to all relevant major policy initiatives in Uganda, puts in place a framework to guide the implementation of Transitional Justice.

The overall object of the policy is to enhance legal and political accountability, promote reconciliation, foster social reintegration and contribute to peace and security. It is a victim-centred strategy that creates avenues for the mainstreaming of gender considerations and further seeks to respond to a legacy of past injustices and provide a prescription for strengthening stability while diminishing opportunities for impunity, through the application of a combination of justice mechanisms including formal criminal prosecutions, traditional justice, truth telling and reconciliation, reparations and amnesty

The policy specifically provides for the following interventions:

- a. Under the Formal Justice process assurances of Government's protection of witnesses and victims participating in proceedings and to the extent possible, removal of barriers for access to justice by victims especially the vulnerable;
- b. Under the traditional justice process; Government recognition of traditional justice mechanisms as a tool for conflict resolution;
- c. Under the truth telling process, the establishment and resourcing of a national truth telling process;
- d. Under reparations; the establishment and implementation of a reparations programme for victims affected by conflict; and that,
- e. The policy provides that there shall be no blanket amnesty and Government shall encourage those amnestied, to participate in truth telling and traditional justice processes.

Consensus building sessions were held on the draft policy with various stakeholders, including development partners and Members of Parliament and the Policy is ready for consideration by the sector Leadership. Appropriate legislation is to be developed upon approval of the policy by Cabinet.

Within the reporting the Sector also completed the preparation of the draft Witness Protection Bill, which is ready for submission to the Minister of Justice and Constitutional Affairs for consideration by Cabinet and Parliament.

The Bill provides for a structure for the provision of protection of witnesses and specifically provides for the creation of a Directorate under the Ministry of Internal Affairs with overall responsibility for witness protection. The Directorate through its Board would have representation from the Judiciary, DPP, Attorney General, Inspector general Of Police, Internal Security Organisation, Ministry of Gender Labour and Social Development and Civil Society. The bill provides for the parameters for protection through risk assessments and places the responsibility for specific witness protection programmes within the relevant institutions. It further sets out the extent and obligations of persons under witness protection and creates offences for those responsible for the protection of witnesses as well as grounds for withdrawal of protection.

The draft bill was finalized for submission to the Ministry of Justice and Constitutional Affairs for further consideration.

The Sector is further finalizing the drafting of Rules of Procedure to govern proceedings before the International Crimes Division. The Rules Committee of the Judiciary will be responsible for the final adoption of the agreed Rules of Procedure.

In addition to witness protection, the Sector completed the witness threat risk assessment and the witness psychosocial vulnerability assessment. The assessments were based on real witnesses identified in the LRA affected regions and the reports made factual and practical recommendations for the Courts, prosecutors and investigators for the protection of witnesses.

The Sector maintained the need for conditional amnesty, while noting its potential conflict with other transitional justice mechanisms and committed to make provision for conditional amnesty in the transitional justice law.

1.7. Informal Justice Framework strengthened and linked to the formal justice system

At the 6th National JLOS Forum, it was recognized that the current hybrid of state systems and customary systems needed to be harmonized to reduce the confusion as well as make the context very clear. It was emphasized that it is important that such harmonization be done through a process of extensive consultation and dialogue. The stakeholders strongly advocated for a legal framework and effective resourcing and fusing of expertise in either system to enable the amalgamation of the two systems.

The Sector, through the Uganda Law Reform Commission has commenced preparations for a study on informal justice systems in Uganda with a view to taking stock of existing informal justice systems, assessing their levels of compliance with international human rights norms and standards and consequently improving the quality of dispute resolution through the use of informal justice systems. The key objectives of the study are to explore methods for incorporating or linking the informal justice to the formal justice systems, exploring possible linkages and making recommendations for the effective use of traditional African philosophies of adjudication in the modern day administration of justice. The study is expected to be completed in December 2013.

The Ministry of Local Government is mandated under sections 95-98 of the Local Governments Act Cap 243 to coordinate, monitor, mentor and offer technical support and guidance to the local governments. Under the decentralized system of governance, one of the powers decentralized were the judicial function that is exercised by the local council courts. The judicial structure is at three levels. The local council courts I and II these are constituted by the executive and perform both the political and judicial function. The other structure is Local Council Court III which is composed of members nominated from the communities who are appointed by their respective councils on the recommendation of the respective executive committees. This function is exercised at the village/cell, parish/ward and sub county/town council /municipal division/city division hence easing the local administration of justice at those levels. During the reporting period, the sector in collaboration with MOLG re-established 324 LCCIII in 54 districts including Kasese, Kabarole, Fortportal Municipality, Kyenjojo, Gomba, Jinja, Kamuli, Iganga, Buikwe, Bugiri, Sironko, Mbale, Kumi, Ngora, Bukedea, Mbarara, Rakai, Lyantonde, Masaka, Butambala, Wakiso, Kalangala, Kayunga, Mityana, Luwero, Ntoroko, Sheema, Mitooma, Rubirizi, Luuka, Namayingo, Budaka, Buyende, Kaliro, Kibaale, Kiryandongo, Hoima, Buliisa, Mubende, Isingiro, Ibanda, Kamwenge, Buhweju, Kiruhura, Sembabule, Lamwo, Dokolo, Otuke, Alebtong, Amuru, Oyam, Kyegegwa, Namutumba and Kibuku. It was however noted that in some districts, the procedure as provided in the Local Council Courts Act 2006 for the Gender representation had not been followed and this was corrected.

1.8. JLOS compliance with; and participation in EA regional integration processes improved

The JLOS institutions have identified the opportunities offered by regional integration. This has enabled them to bench mark for best practice and share ideas. In the reporting period the sector coordinated the business law conference held at Speke Resort Hotel, Munyonyo aimed at improving Uganda's business competitiveness within the East African Community context. It drew participants from Uganda, East Africa, Africa and the world at large, basically targeting the business community and devising means of developing laws that ease doing business in Uganda.



Delegates at the business EAC law conference in Kampala, Uganda



Members that attended the breakfast meeting at Sheraton Hotel on approximation of Laws on the Common Market Protocol

With the signing of the East African Community Common Market Protocol, the sector finalized the sector finalized drafting of amendments to a number of statutory instruments to make them compliant to the common market protocol. The statutory instruments include the following;

- a) The Uganda Citizenship and Immigration Control (Fees) (Amendment) Regulations 2013
- b) The Companies (Fees) (Amendment) Rules 2013
- c) The Architects Registration (Presumption of Forms and Fees) (Amendment) Regulations 2013

The Ministry of Internal Affairs through the department of Community Service has participated as a Chair in the formation of East African Community Corrections Network. The network has held two meetings in Kampala and Nairobi.

In order to enhance community responsive correctional services, Uganda Prisons Service hosted the African Correctional Services Association biennial meeting. The participants agreed to harmonise training curriculum and undertake benchmarking for best practice.

Uganda Law Society hosted the East African Law Society Annual General Meeting to harmonise cross border legal practice. In the same spirit UHRC participated in the drafting of the EAC standard operating procedures manual for police.

The Uganda Police Force conducted joint field operations and training especially on how to combat terrorism under EAPCO.

The DPP participated in the East African Network on Environmental Compliance and Enforcement (EANECE) stakeholders' workshop which was aimed at strengthening the Uganda National Chapter. The DPP further participated in a meeting for East African Prosecutor's association.

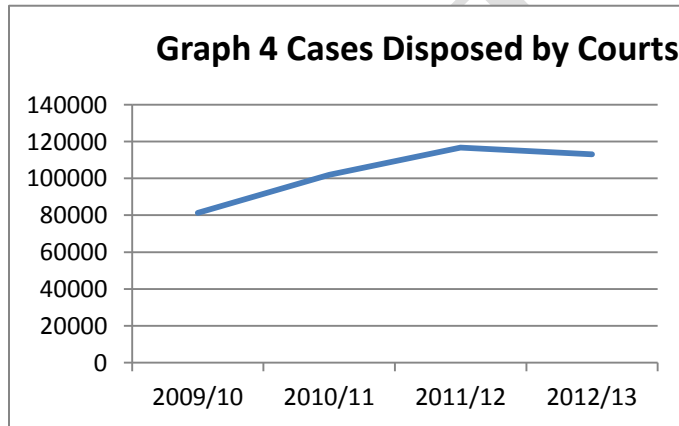
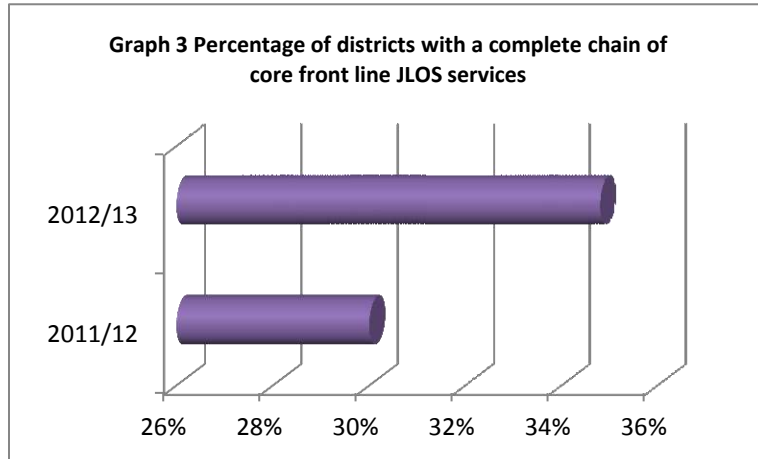
The Tax Appeals Tribunal also participated in EAC Tax appeals body activities.

2.0 OUTCOME 2: ACCESS TO JLOS SERVICES PARTICULARLY FOR VULNERABLE PERSONS ENHANCED

The sector institutions have to deliver services in accordance with the user entitlements and standards stipulated in the Constitution including to the vulnerable persons who include persons whose access to JLOS services is limited by age; material and knowledge poverty; powerlessness; gender based barriers and extends to minority groups; internally displaced persons; migrants; suspects and prisoners; refugees; persons living with HIV/AIDS; persons with disability among others.

Improving the availability and accessibility of JLOS services was the focus of the sector in the reporting period. Particular emphasis was on making JLOS service points more accessible for people with disabilities, elderly people and other vulnerable persons.

The sector also extended selected services in commercial, land and family justice to the rural areas and continued to deepen and strengthen inclusive processes including community policing, community service and public participation in court proceedings. As shown in graph 3 the sector recorded an increase in the number of districts with complete chain of JLOS services from 30% in 2011/12 to 34.8% in the reporting period.

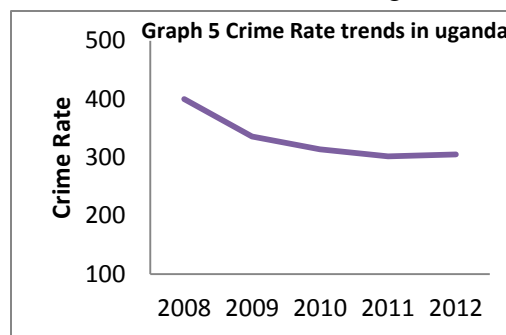
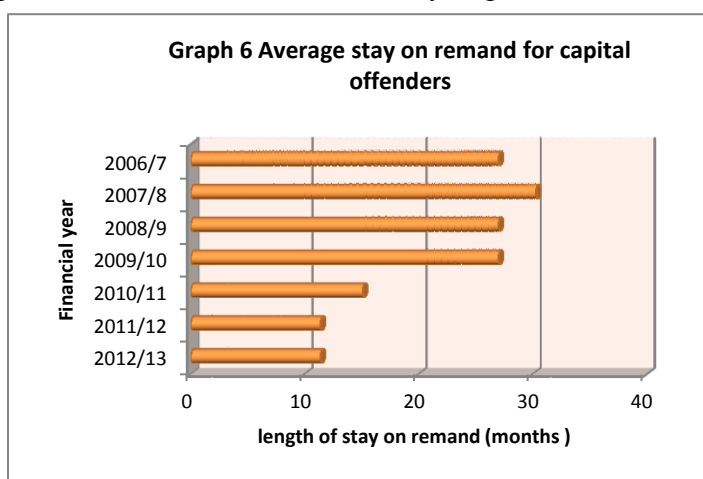


The sector invested in case disposal, physical de-concentration of services, reduction in lead times, reduction in crime and easing business registration processes. The investments translated into 89.12% disposal of registered cases in the Judiciary compared to 92.15% in 2011/12 as illustrated in graph 4. The details of this performance are presented later in this chapter. The decline portrayed by the

graph above by 3 percentage points is attributed to limited man power at higher levels of the bench and zero release of SWAP funding in the fourth quarter which limited the number of sessions in the reporting period. This trend is likely to be reversed with the new appointments in the Judiciary at all levels of the bench.

The crime rate in 2012 remained low at 305 for every 100,000 according to police crime report 2012 although there was a 1% increase compared to 2011 as illustrated in graph 5. The graph also portrays the continued reduction in crime rates over time despite the increased population

growth rates and economic activity. Uganda is ranked 87th out of 144 countries with regard to the



reliability of police services compared to position 113 for Kenya, 102 for Tanzania and 115 for Nigeria but is ranked 126th with regard to the

business cost of crime. Records from UPS in the reporting period show that the average length of stay on remand for capital offenders is continuing to improve from 11.8 months in 2011/12 to 11.4 months in 2012/13 while average length of stay on remand for non-capital offenders remained at 3 months. Though the above indicators paint a good future there is need for the sector to ensure that the gains achieved are not reversed. The performance is attributed to improved infrastructure, increased communication and coordination among JLOS institutions and continued roll out of the case backlog reduction strategy.

Table 4 performance against access to JLOS services outcome targets

Outcome indicators	Responsibility	Baseline 2010/11	Target 2012/13	performance 2012/13
Percentage of completed cases to registered cases	JUDICIARY	92.15%	98.3%	89.12%
Proportion of districts with complete chain of core JLOS services and institutions	JLOS SEC	30%	38%	34.8%
Average length of stay on remand for accused persons. (capital) months	UPS	15	15	11.4
Average length of stay on remand for accused persons. (petty) months	UPS	3	3	3
Incidence of crime per 100,000	UPF	314	310	305
Average time taken to issue Passport (days)	DCIC	10	8	10
Average time for disposal of public complaints by JSC	JSC	24	9	18
Average time for registration of businesses working hours	URSB	48	24	16
Average time for registration of trademarks working days	URSB	90	75	75
Average time for winding up a business working days	URSB	360	330	180
Average time for disposal of human rights complaints -months	UHRC	36	24	24
Average time for disposal of land cases-months	High Court	36	24	26.7
	Chief Magistrates Court	-	-	5
	Magistrates Court	-	-	21.5
Average time for disposal of cases by Law council months	MOJCA	36	18	32

On average it takes the Judiciary 26.7 months to dispose a land matter in the high court, 5 months in the chief magistrates' court and 21.5 months in the magistrates' court, from the time it

is filled until it is disposed. The high lead times in the Magistrates court is attributed to lack of transport and facilitation to visit locus. Also on average Ugandans take 10 days to get a passport after lodging complete applications. Other service delivery lead times to note over the reporting period are reduction in time for registering a company from 24 working hours to 16 working hours, 75 days to register a trade mark (due to statutory requirements) and 180 days to wind up a business. Also the UHRC on average takes 24 months to dispose a human rights complaint which is a very lengthy period that must be addressed if we are to remain relevant in the lives of those that seek our services. In the Law Council, the lead time improved from 36 to 32 months, but is far from satisfactory given the target that was set as well as the outcry from litigants. There is need therefore to fast track the review of rules of procedure and the implementation of the recommendations to ensure that justice is accessed by the vulnerable. This performance is discussed in detail in this chapter under the various outputs.

2.1. Rationalized physical de-concentration of JLOS services:

Density, functional effectiveness and efficiency in resource use were the major pre occupation of the sector in the period under review. This was by improving infrastructure; availability of buildings, libraries and other facilities; transport equipment; renovation and retooling of offices with basic equipment including computers; specialized equipment and ensuring availability of basic services such as electricity, water and, communication facilities in each service point. Service points are more accessible to people with disabilities, the elderly, children and women. Specialized family courts/ chambers are common, increasing there is zero tolerance to situations where juveniles share cells with adults, the distances between the people and JLOS service points are reducing as more service centres are opened. This is also being addressed by the ongoing process of developing a 10 year sector wide infrastructure development plan.



The chairperson JLOS development partners group/Danish Ambassador at the ground breaking ceremony of Kyenjojo JLOS one stop service point

Table 5 performance against physical presence targets

Indicator	Responsibility	Baseline 2010/11	Target 2012/13	performance 2012/13
Number of new service points opened	ALL MDAS	17	10	12
Annual proportion of ongoing construction projects completed and commissioned	JLOS SEC	25%	35%	44.6%
No of new remand homes gazetted and constructed.	MOGLSD	1	1	0
Proportion of sub counties with operational police posts	UPF	82%	82%	95%
Escape rates of prisoners	UPS	5%	5%	0.84%

In the reporting period 12 new service points were opened as detailed later in this section compared to the targeted 10 on account of the need to fast track the functionality of the sector institutions across the country. Due to improved monitoring of projects, 44.6% of ongoing construction projects were completed compared to the targeted 35%. Monitoring is now undertaken at all levels of the sector management structures. In the reporting period the first high level joint Leadership and Steering committee monitoring of JLOS projects was undertaken in western Uganda. All Ministers, head of commissions, permanent secretaries and Ambassadors supporting the sector participated. During the exercise ground breaking for the construction of Kyenjojo one stop JLOS service point was undertaken and Bundibugyo One stop JLOS service point was commissioned. It is no wonder that Bundibugyo Court is one of the best performing courts in the reporting period. The police opened more police posts and now 95% of all sub-counties have an operational police post compared to 82% previously. The challenge however is office and staff accommodation with many of the police posts lacking basic services such as cells and are faced with eviction from time to time on account of none payment of rent. In the UPS as a result of construction and reconstruction works the escape rate reduced from 5% to 0.84%. The Judiciary opened and staffed 9 new magistrates’ grade one station during the reporting

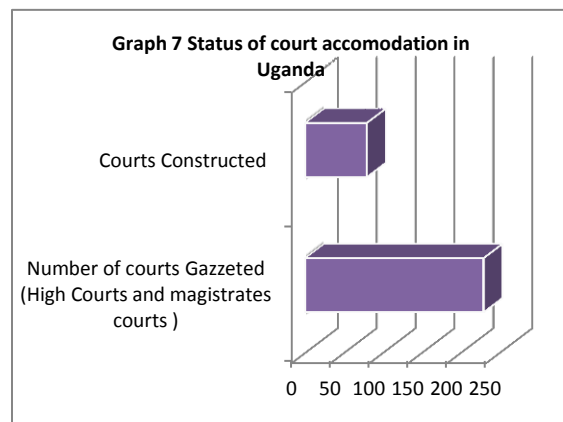


Kalangala Court and staff quarters now complete and ready for commissioning

period. The stations are; Buhweju, Mitoma, Kaliro, Alebtong, Kigumba, Kyegegwa, Rakai, Bugembe, and Bwera. Construction of Kalangala Court was completed and waits commissioning.

The sector constructed 5 one stop JLOs service points (mini JLOS stations) to complete chain of Justice in Kayunga, Lamwo, Isingiro, Kanungu and Bundibugyo. So far Bundibugyo, Kanungu and Isingiro have been completed while Kayunga and Lamwo are at finishing stages. When all are completed this will bring to 79 the number of

stand-alone courts operating from their own offices out of 229 gazzetted stand-alone courts countrywide. This reflects a 14.5% increase in number of courts constructed compared to



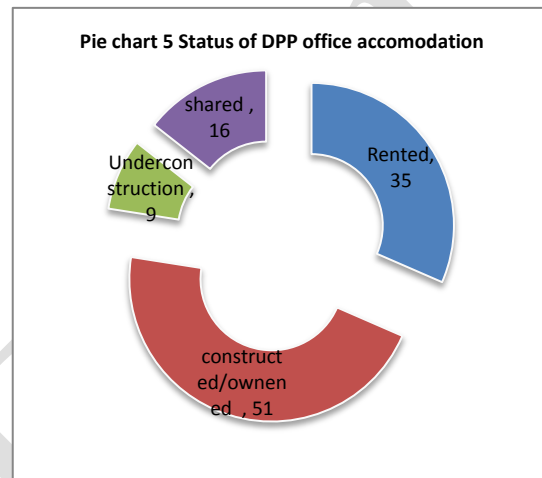
2011/12. Arua and Kasese Chief Magistrates Courts were also rehabilitated with support from the Sector.

The sector in the reporting period broke the ground for the construction of the Kyenjojo one stop JLOS service point. The centre will provide office accommodation for the Court, DPP and Uganda Police

The DPP opened 4 more stations in in Lyantonde, Nakifuma, Mitooma and Nakapiripirit bringing the total number of DPP stations to 104



DPP offices in Hoima



and the number of districts covered to 80 which translate to 71.4% district coverage.

Construction of DPP offices in Bukedea, Ntungamo, Hoima and Kamuli was completed while construction in Kalangala, Paidha, Kumi, Kaberamaido, Dokolo and Busia is ongoing. This will bring to 51 the number of DPP stations constructed and reduce the rental burden from 39 stations to 35 stations. Please note that 17 stations will continue operating in shared premises



New CID Building Housing the Police Headquarters

The Uganda Police Force completed the CIID Headquarters at Naguru. Currently the building houses the police headquarters as the sector fast tracks efforts to construct the JLOS house where the UPF headquarters will shift afterwards. This has reduced the rent burden on the Uganda Police Force and will help save dire needed funds.

In addition, 3 police stations in Bulambuli, Kibuku and Kisoro were constructed under phase I of the one stop JLOS service points. UPF is now functionally present in 95% of all the sub counties in the country and also created 8 more police regions to improve service delivery



MoJCA Regional offices in Mbale under construction

The MoJCA finalized construction of the Mini- JLOS house in Moroto. Meanwhile Mbale regional office is expected to be finalized in the FY 2013/14 and construction of staff quarters for Moroto, previously delayed due to a change in the site, is ongoing.

The Law Development Centre completed construction of the boundary wall and is now constructing an auditorium. When completed, the auditorium is expected to reduce the classroom/firm student ratio from 1:40 to 1:20. LDC also opened up study centers in Arua, Mbarara Mbale, Kitgum and Gulu to teach students undertaking the administrative officers' course.

The Ministry of Gender Labor and Social Development completed the construction of Arua remand home; however it is not operational because it has not yet been gazzeted. We urge the ministry to urgently gazette and operationalize the remand home.



LDC auditorium under construction

TAT de-concentrated its services to regional centers in Mbale, Mbarara, Gulu and Arua. This was to promote institutional growth and operations in the delivery of services as well as provide an efficient and neutral mechanism to handle tax disputes in the country outside the normal judicial system. In the reporting period, 5 public education workshops were held in Mbale, Mbarara, Gulu and Arua to disseminate information to taxpayers.

The sector is developing an infrastructure development plan and concluded the establishment of a sector wide geographical information system (GIS). In the reporting period 11 members of staff were trained in GIS, to manage the sector geographical information system and to periodically collect data.

PDRP Investments

The sector overcame most of the challenges that delayed the full implementation of the PRDP projects. In the period under review, the Judiciary completed 4 out of 7 constructions under PRDP while the DPP completed 3 out of the 7 ongoing constructions and expects to complete all

by December 2013. Those to be completed in 2013/14 are staff quarters in Nakapiripirit, and DPP offices in Kaberamaido, Kumi and Dokolo. Under UPS, only Moroto phase II remains incomplete.

The MoJCA finalized construction of the Mini- JLOS house in Moroto. DCIC completed the construction of Amudat border post. The completion of GAL regional laboratory in Gulu delayed due to technical challenges which arose during the construction such as variations which needed



Moroto Mini JLOS station

adjustments on the original design. This was resolved and completion is expected in 2013/14. See annex II for details on each of the constructions.

For the UPF, 85% of the remaining PRDP constructions were retendered and new contractors took charge except for constructions in Kotido, Oyam, Olilim PTS and Lorengechora. The

Netherlands Embassy and the sector supported monitoring, inspection and provision of the procurement

consultants who have helped institutions to overcome many of the challenges. Due to nonperformance 6 contractors were terminated in the reporting period and new contractors took over the sites in Pader, Moroto, Kotido, Amuria, Nakapiripirit and Oyam police stations which are now in the final stages of completion as seen from the pictures of some of the previously stalled sites below

The major challenge facing some of the new contractors is the transfer of funds from the Letters of Credit in favor of the previous contractors that were terminated. It takes unusually long time to effect the transfers' thereby delaying work.



Moroto Station - Before



Moroto Station - After



Pader Police Station - before



Pader Police Station - after

The Police using the hydra form technology is also constructing both office and staff accommodation in the PRDP areas including Maracha, Awach (Gulu), Tororo, Butaleja and Kibuku after having completed a block of 5 housing units each in Busia, Nebbi, Kitgum and offices in Nyero, Awach and Maracha.

2.2. JLOS House constructed, equipped and functional by 2017

To increase efficiency gains within the Sector, SIP III prioritized the construction of the JLOS House to stem the hemorrhage of its resources into rental fees. JLOS in the reporting period allocated shs 5.7 billion which were applied on preparation of detailed designs for the proposed construction, resettlement of police officers from the land and fencing. The sector procured 3



An artistic impression of the proposed JLOS House Complex

contractors who are preparing the detailed designs for the JLOS house complex, appellate courts and police headquarters. The police officers and men previously on the site were relocated and the site is now being fenced.

The land was formerly handed to the sector and the ministry of finance pledged at the handover ceremony that the

ministry is in advanced stages of getting the requisite financing for the project under build operate and transfer arrangement. It was also disclosed that savings from rent will leverage the financing of the project.

2.3 Adjudication of Labour Justice improved

To align of Sector priorities to the National Development priorities; SIP III accords priority to labour justice. JLOS is to facilitate stakeholder consultations and dialogue to strengthen service delivery by the Industrial Court and the labor office. In the period under review, JSC advertised for a Chief Judge of the court one of the processes meant to kick start the reestablishment of the court after 10 years of inactivity. However the chief judge cannot serve alone, there is urgent need for other judges of the industrial court as well. MoLGSD should therefore fast track the recruitment of other judges of the court and stream line the structures for handling labour disputes by reengineering the labour offices.

2.4 Service delivery standards met and improved

The Sector institutions have started addressing the challenge of “closing the physical distance between the institutions and the poor and also between the poor and the law”.

In the reporting period 11 Grade One Magistrates and 17 Judges and 11 Justices were appointed and deployed in the Judiciary to ensure functionality of courts. All High Court circuits have a resident Judge compared to a situation when one Judge was in charge of more than one situation. This will also go a long way in addressing the high caseload of judicial officers. All courts now have coram and can sit to determine any matter including constitutional petitions. Although the recruitments did not meet the expected targets with regard to case load in the Judiciary the sector recorded improvements in case load at all levels of the Judiciary despite the 56% increase in cases filed. The case load for judges reduced by 12.3%, Chief Magistrates by 6.3% as a result of the new recruitments in the period under review, however the case load for Magistrates increased from 353 to 395 due to continued phasing out of Grade II Magistrates and the increase in cases filed as shown in table 6 below.

The staffing position in the judiciary is indicated in table 7 below

Table 7: Staffing in the Judiciary 2013

CATEGORY	MALE	FEMALE	TOTAL
Justices of the Supreme Court	6	4	10
Justices of the Court of Appeal	9	3	12
Judges of the High Court	35	18	53
Registrars including deputy and assistant registrar	17	4	21
Chief magistrates ²	24	19	43
Magistrates Grade I	76	70	146
Magistrates Grade II	60	11	73
Total	224	128	352

As a result of increased recruitment into CID, the case load per CID remained 23 cases despite the 1% increase in crime rate. With an improved case load for state attorney from 820 in 2010/11

² Note only 41 are in active service

to 699 in the reporting period and following the adoption of prosecution led investigations as well staff capacity building and supervision DPP recorded a 53.6% conviction rate compared to 49% in 2011/12. The sector also addressed the challenge of time spent in detention for juveniles before sentencing from an average of 5months to 3months in the reporting period. This is attributed to justice for children programme now operational in all the districts where we have remand homes. They ensure that juvenile cases are fast tracked in the system. With increased collaboration with local governments the police established more fire increasing the number of police regions with functional fire stations to 60% from 42% in 2011/12 despite the increase in the number of police regions. Table 6 below shows the performance against the service delivery targets.

Table 6 performance against service delivery targets

Indicator	Responsibility	Baseline 2010/11	Target 2012/13	Performance 2012/13
Average case load per Magistrate including GII	JUDICIARY	343	353	395
Average case load per Chief magistrate	JUDICIARY	3559	3600	3332
Average case load per Judge of the High Court	JUDICIARY	1153	1200	1011
Average case load CID officer	UPF	23	20	23
Average case load per DPP state attorney	DPP	820	850	699
%reduction in appeals from LCC referred for retrial	MOLG	0	0	
Conviction rates	DPP	49%	49%	53.6%
Proportion of police regions with functional fire stations	UPF	42%	42%	60%
Average time spent in detention by children before sentencing	MOGLSD	5m	3m	3m
Proportion of juveniles resettled upon release	MOGLSD	30%	45%	26%

A total of 5,143 Probationary Police Constables and 535 Police Cadets who were undergoing training at PTS Kabalye- Masindi were successfully passed out and deployed upon completion of the initial recruit training. To address the increasing number of number of trainees and transform the police training school into an a Police academy, a 48 classroom block is under construction as seen in the photograph on the right. The pass out of the PPCs and Cadet should have reduced police to population ratio from 1:709 to 1: 690. However since there was no recruitment in the last two years, and considering attrition which is at 1,000 annually and the 3% growth rate of the population, the police to population ratio is now at 1:754.



Kabalye PTS multi classroom block under construction

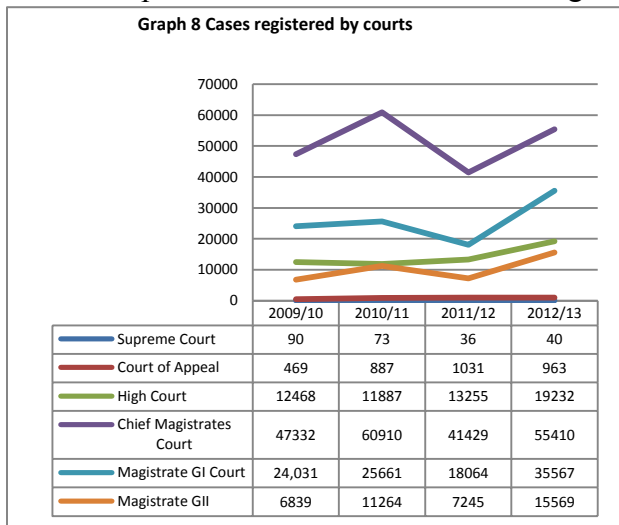
It should be noted that the Police strength as at 30th June 2013 stood at 43668. Though this situation is better than it was 5 years ago it shows a decline in sector performance against this indicator. Therefore MoFPED and Ministry of Public Service should allow police to implement the Cabinet recommendation of recruiting 2,500 personnel year for the next five years so as to achieve the international ratio of 1:500. In order to enhance police presence in Karamoja region, 7 community police posts were opened up in Rupa, Kalita,



Pass out parade of the 5143 police constables

Lokopo, Lolacat, Lobalangi, Kaceri, and Kanu in addition of enhancing the capacity of 140 Community Liaison Officers (CLO) through training under the Karamoja Livelihood Programme (KALIP).

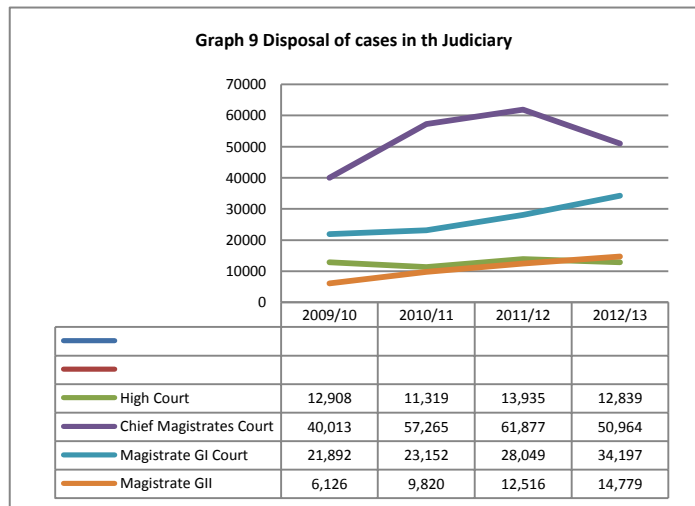
Overall all courts registered an increase in the rate of registration of cases which grew by over 56% compared to 2011/12. The chief magistrate's courts and magistrates courts recorded the



highest increase in cases registered. The increase in registered cases is attributed to increased public confidence with the system as well as the increase in the number of service points opened in the country side. The new service points have reduced the distances people cover to reach the JLOS service points. Also the non-functionality of LCCI and II in many parts of the country mean that even some of the cases that would have been settled in the informal courts have found their way into the formal courts. Graph 8 shows the growth in the

cases registered over time in the sector by level of Court.

In terms of case disposal, the courts recorded 89.12% disposal rate of cases registered in the reporting period against a target of 98.3%. In the Supreme Court, only 12 cases were disposed of. This was attributed to lack of coram. In the Court of Appeal, 205 Appeals were disposed of. In the High Court, the disposal rate of registered criminal cases stood at 66.75% and 24.4% when all cases in the system

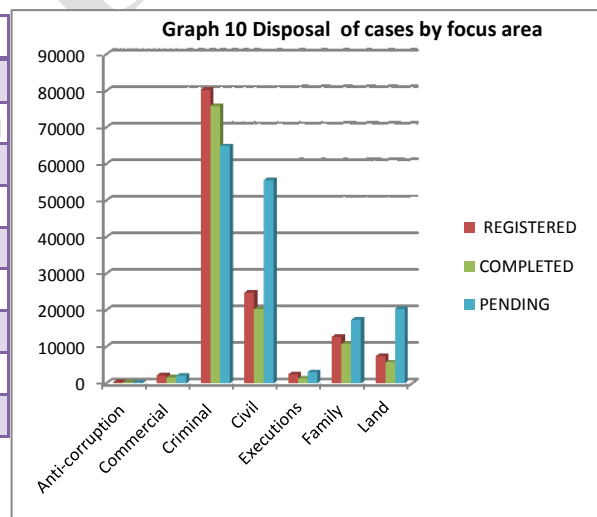


including those that were pending from the previous years are considered. This low performance is partly attributed to the withdrawal of Judges to handle civil case backlog. Also in some high court circuits save for mini sessions of pleas of guilty no criminal sessions have taken place in a long time for example in Arua, Gulu/Kitgum, Mbale among others. This has led to an increase in the prison population and person committed for trial in the high court as discussed in outcome 3 in this report. The sector must urgently address this imbalance. In the chief magistrates court the disposal rate of registered cases was 92% with 50964 cases disposed compared to 149.3% disposal rate of registered cases (61877 cases disposed) in 2011/12. While in the magistrate's court and grade II court the disposal rate was 95% and 97% with 34197 cases and 14779 cases respectively compared to 28049 cases and 12516 cases disposed by these courts in 2011/12. In the anti-corruption court 356 cases were concluded against 370 cases registered in the reporting period translating into a 96.6% disposal rate of registered cases and a 30.5% total disposal rate with a total case load of 374 cases over the reporting period.

As indicated in the table 8 and graph 10 below anti-corruption and criminal justice focus areas recorded the highest disposal rate of cases at 96% and 95% respectively. Family and civil justice posted a with a disposal rate of 85% and 82% respectively while out of every 100 cases filed in commercial court 75 were disposed in the reporting period. The detailed performance by focus area is provided in table 8 and graph10 below.

Table 8: Disposal of cases by focus area

Row Labels	B/F	REGISTERED	COMPLETED	Disposal rate of registered cases	PENDING
Anti-corruption	264	376	360	96%	280
Commercial	1,585	2,273	1,705	75%	2,153
Criminal	60,558	80,352	75,934	95%	64,976
Civil	51,146	24,882	20,374	82%	55,654
Executions	1,985	2,474	1,359	55%	3,100
Family	15,503	12,790	10,847	85%	17,446
Land	18,719	7,446	5,788	78%	20,377
International crimes	6	-	-	-	6
Grand Total	149,766	130,593	116,367		163,992



From graph 9, disposal of cases in magistrates' courts shows a growing trend, however Chief Magistrates Courts and High Courts that were previously recording growth in number of cases disposed over the past three years this time recorded decline in performance with the highest drop recorded by the Chief Magistrates. The drop in performance by the Chief Magistrates is attributed to assignment of duties to many of the Chief Magistrates as assistant registrars in the high court circuits which reduced the time available for adjudication of cases.

The Commercial Division commenced the pilot phase of the Small Claims Procedure. The Rules were formerly adopted and the Pilot was launched in Mengo, Masaka, Kabale, Lira, Arua and Mbale Chief Magistrate's courts to provide a simplified fast track process for claims of Shs.10

million and below. The process has eliminated the complicated lengthy legal procedures and one does not require representation by lawyers. The pilot so far has seen cases resolved in as little as one day with a high degree of satisfaction. Statistics shows that 60% of the cases are settled within the set time standard of 2 weeks after conclusion of hearing. However the slow registration of such cases by litigants calls for increased awareness and outreach programmes.

Among the best performing courts are courts with high rates of registration of cases such as LDC, Bundibugyo, Kasangati, and city hall grade 1 courts, Entebbe, Kiboga, Mubende and Mityana Chief magistrates court. Commended for improved performance in the reporting period are Nakaseke from 38% to 76% disposal rate, Kiruhura from 29% to 67%, Mpigi Chief Magistrates' Court from 24% to 56% total disposal rate of cases. There is however need for affirmative action to address the growing backlog of cases in Nakawa and Lira chief magistrates courts; as well as in Kumi, Pader and Apac GI courts. Inspectorate should also take keen interest in performance of courts such as Kigumba. There is also need to rationalize magisterial areas for example the Chief Magistrate of Lira covers 8 district courts comprising of Lira, Alebtong, Amolatar, Otuke, Oyam, Kole, Apac, and Dokolo. This contributes to increasing the backlog of cases. Please refer to table 9 below for a snapshot of how some selected courts performed. The detailed performance of the courts is annexed to this report.

Table 9 courts that posted the highest total disposal rate:

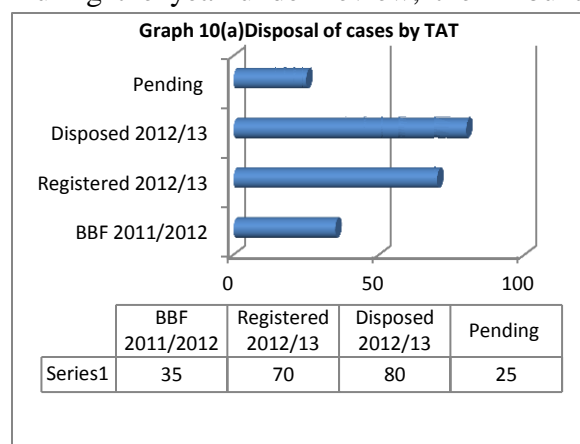
Magistrates Grade I	B/F	REGISTERED	COMPLETED	PENDING	disposal rate of registered cases	total disposal rate
1. LDC Grade I Court	463	6,197	5,909	751	0.95	0.89
2. Koboko Grade I Court	71	506	471	106	0.93	0.82
3. Kamwenge Grade I Court	402	897	1,059	240	1.18	0.82
4. Bundibugyo Grade I Court	139	1,037	957	219	0.92	0.81
5. Kasangati Grade I Court	267	1,062	1,079	250	1.02	0.81
6. Dokolo Grade I Court	76	521	472	125	0.91	0.79
7. Yumbe Grade I Court	143	524	520	147	0.99	0.78
8. Amolatar Grade I Court	93	346	338	101	0.98	0.77
9. Nakaseke Grade I Court	143	563	536	170	0.95	0.76
10. Kanungu Grade I Court	121	656	589	188	0.90	0.76
11. City Council Grade I Court	537	3,220	2,807	950	0.87	0.75
12. Abim Grade I Court	181	352	398	135	1.13	0.75
13. Paidha Grade I Court	346	466	601	211	1.29	0.74
14. Kira Grade I Court	513	989	1,073	429	1.08	0.71
15. Ngora Grade I Court	116	320	310	126	0.97	0.71
16. Bugiri Grade I Court	341	774	791	324	1.02	0.71
17. Kisoro/Chahi Grade I Court	479	792	884	387	1.12	0.70

High Court	B/F	REGISTERED	COMPLETED	PENDING	disposal rate of registered cases	total disposal rate

Kampala High Court	13,373	10,505	7,454	16,424	0.71	0.31
Masaka High Court	1,748	668	732	1,684	1.10	0.30
Mbale High Court	2,389	719	908	2,200	1.26	0.29
Arua High Court	1,163	403	415	1,151	1.03	0.27
Fort portal High Court	1,480	420	436	1,464	1.04	0.23

Chief Magistrates courts	B/F	REGISTERED	COMPLETED	PENDING	disposal rate of registered cases	total disposal rate
1. Entebbe	759	2,696	2,602	853	0.97	0.75
2. Kiboga	722	1,184	1,295	611	1.09	0.68
3. Kotido	176	274	303	147	1.11	0.67
4. Mityana	662	1,106	1,190	578	1.08	0.67
5. Nakasongola	201	516	472	245	0.91	0.66
6. Mubende	1,294	1,768	1,888	1,174	1.07	0.62

During the year under review, the Tribunal disposed of 80 applications, representing a 76% disposal rate. In the reporting period 70 new applications were filed, and 35 were pending applications of the previous year. The Tribunal also handled and resolved 60 miscellaneous applications and 40 applications are pending to date as shown in figure 1 below.



requests for Legal advice from MDAs. Contracts are now cleared faster. There was reorganization in MoJCA directorate of legal advisory services and the aim is to reduce lead times.

In the reporting period MoJCA responded to 1369 out of 1445 contracts and MoUs received for review and approval, translating into 94.7% outturn. MoJCA also responded to 161 of the 309

The DCIC issued 76,499 passports to Ugandans (163 official, 264 diplomatic and 75,639 ordinary and 433 East African passports). 103 Conventional travel documents and 4,674 certificate of identity were also issued. This represents a 7.7% growth in the number of passports issued. Lead time for passport issuance has remained 10 days. DCIC also issued 9,161 work permits (both new cases and renewals) to foreigners in employment in the country, facilitated 4,899 dependents of work permit holders with passes to stay in the country; issued 6,933 students' passes and 3,313 special passes to Aliens. The directorate issued 40,019 visas to travelers. This translated into a collection of 54.6 billion shillings in non-tax revenue.

DCIC improved border control and intercepted and rescued 10 victims of trafficking in persons and also installed PISCES in Mpondwe and PIRs in Portbell, Mutukula, Malaba, Busia, Katuna, Entebbe and Kikagat.

Under URSB, businesses registered include 17424 Companies 16443 Documents, 772 debentures 84 mortgages, 1703 Trademarks.

Three companies were liquidated and 8 bankruptcy cases were filed. Civil registrations included 44060 Births 2564 Deaths, 2482 Marriages and 24 Adoptions. URSB collected Ushs 20.64bn in NTR by 30 June 2013 from all registrations.

Companies	17424
Business Names	3383
Documents	16443
Debentures	772
Chattel mortgages	84
TradeMarks	1703
Patents	2
CopyRights	13
Industrial Designs	0

In order to improve service delivery standards, the DPP revised work activity targets and was able to meet sanctioning of case files with 2 days on average from 7 days previously. Using prosecution-led investigations approach (intervention), the Directorate concluded high profile cases within an average of 98 days. While handling prosecution-led investigation related cases, the Directorate investigated 106 cases, prosecuted 22 from the 76 case files perused. This intervention resulted into recovery of shs.95,000,000/- from the accused.

The DPP Inspection and Quality Assurance program was strengthened and resulted in an 81% compliance with the minimum performance standards (quality of legal opinions), conclusion of 82% of public complaints against staff performance and conduct, conclusion of 78% of public complaints against criminal justice processes and implementation of 63% of recommendations of internally conducted research.

Relatedly, while contributing towards improvement and adherence to service delivery standards, the DPP opened and operationalized 4 offices in Lyatonde, Mitooma, Nakifuma and Nakapiriprit. This was meant to bring services closer to those communities.

In terms of transnational cases, the DPP prosecuted 95 cross border cases out of 140 registered and concluded 79 leading to 34 convictions.

Through sessions, the Directorate prosecuted 42 criminal cases in the Court of Appeal, 2047 cases in 55 High Court sessions and prosecuted 120,215 cases out of the registered 141,322 cases in the Magistrate's court registering an overall conviction rate of 53.6%. Regarding caseload per attorney, the Directorate has a total of 202 State Attorneys resulting into a caseload of 699 files per attorney.

The Police Manual was drafted ready for approval by the Uganda Police before publication is done by the LDC. The draft Civil Justice Bench Book was also developed ready for consultation

with the Judiciary before publication. The revised edition of specimen charges was compiled and is being printed. An updated Handbook for Magistrates version 2013 is also ready for publication. These publications are expected to improve the performance of the investigators and the lower bench.

A total of 170 community service supervisors were trained in counseling and social reintegration in Nakasongola, Sembabule, Lira, Mukono, Kayunga, Mbale, Kapchorwa and Isingiro among others. In addition, 40 magistrates, 111 CIID cadet officers and 35 Probation officers were trained on best practices in community service and its implementation with the help of Penal Reform International (PRI). The sector also renewed its partnership with VSO to support two International volunteers.

2.5. User Empowerment Services improved

User support services are being taken as a key service in the drive to link users to JLOS services. Through increasing access to public education in the administration of justice; information desks, user guides and holding periodic service user dialogues, the poor and vulnerable are leveraged to take advantage of services offered by JLOS to protect their interests. Services included sensitization, production and distribution of EIC materials, advocacy, outreach, community policing, simplification of laws and strengthening the public relations function in the Judiciary, UPF and UPS.

In the reporting period the UPF appointed all Officers in charge of police posts Community Liaison Officers (CLO). They engage and conduct community dialogues within their jurisdictions (Sub Counties, parishes, villages) to address local level challenges and empower the people to fight crime and other vices within their communities.

To strengthen the legal subsector, the Law Development Centre trained 405 Bar Course students, 350 Diploma in Law Students, 1200 Administrative Officers Law Course and procured more books for the library and also published 3000 copies of law reports of 2010 to 2006.

The LDC published 3000 copies of Uganda Law Reports (ULR) 2009 and 2006, Vol. 1. ULR for 2011 Vol. 1 and 2010 Vol. 1 complete but is awaiting approval by Editorial Board. 2011 HCB Vol. 1 complete, the biannual High Court Bulletin and specialised bulletins were also published. These materials build jurist prudence and enhance quality of lawyers and Judges



Students at the 2011/2012 graduation ceremony

The sector supported LDC to resource its library with reference materials. This has reduced the book students' ratio from 1:20 to 1:10. Subscription was also been made for online law libraries to ease research. In the academic year 2011/2012, out of 405 students that sat the final examination 70.2% passed. This trend is likely to improve further when the current 373 students sit their Exams in August 2013. In addition, some reference materials on law reporting were uploaded on the LDC website and plans are underway to expand the website to have a fully-fledged portal on law reporting.

The JSC conducted 41 radio talk shows and spot messages on the procedures of disciplining judicial officer in the towns of Soroti, Lira, Gulu, Mbale, Moyo, Arua, Nebbi, Mityana, Mubende, Kanungu, Koboko, Mubende, Kabale, Masaka, Kampala, Masindi, Jinja, Nebbi and Fort Portal. Also 3 press briefs were held to explain the public complaint system and the role of the Commission. 763 copies of Citizen Hand book in Ateso, 466 copies in Luganda were disseminated. 19,000 brochures and charts on land law, succession law and resolution of land disputes were printed. Reference books for the resource centre were procured and 3 performance management workshops were held for the judicial officers. The Commission also conducted two impact assessment exercises to evaluate the activities of the Commission in the Districts of Kayunga, Jinja, Kiboga and Hoima.

The Judiciary developed court user guides and strengthened user committees as a way of communicating service delivery standards. The user guides were printed also in local languages to enable usage by all who seek Court services. This has greatly contributed towards user empowerment. A gender policy was launched as part of the framework for gender mainstreaming and addresses key gender obstacles to Court users. In addition, the Judiciary Client Charter is under review and when completed will further promote user empowerment. A separate code of conduct for non-Judicial officers is being developed and once completed will ease access to Courts and ensure customer care. The Judiciary installed three electronic notice boards in the High Court, Twed Towers (for Civil and Land Division and Court of Appeal) as well as in the Supreme Court, The notice boards are displaying cause lists and shall be used for raising awareness on legal rights and corruption issues.

In addition to Judiciary, DPP developed a gender policy and Uganda Police Force created a department of gender sexual violence aimed at eliminating bias and discrimination in access to Justice by the vulnerable.

As a way of improving user empowerment services, the DPP with support from UN Women held outreach programs in Amuru, Nwoya, Gulu, Kitgum and Lira to prepare grounds for investigations and prosecution of SGBV violations committed during the conflict in Northern Uganda

The Judiciary trained and deployed 30 court interpreters. Transcription and Court recording equipment were procured and installed in the Supreme Court, Court of Appeal, Family Division and Land Division and information desks have been set up in some High court circuits.

Using the outreach programmes through mobile clinics, the Uganda Law Society held 13 radio talk shows in Mbarara, Arua, Soroti and Kampala.

Community sensitizations on a wide array of legal and human rights issues were also conducted using mobile clinics in Mubende, Kyebando, Namulonge Kampala, Mukono, Buikwe, Nakasongola and the remand home in Naguru,. A total number of 1491 people (837 female and 654 male) benefited.



Uganda Law Society Outreach programme in Soroti

The Tax Appeals Tribunal fast tracked the amendment of the rules of procedures to make them user friendly to members of society and reduce lead time in case disposal in dispute resolution. In the reporting period, TAT with the assistance of the First Parliamentary Counsel drafted and gazzeted the Tax Appeals Tribunal (Procedure) Rules SI 50 of 2012. The Tribunal produced 200 copies of seven volumes of law reports for the years 1999 - 2005. The funds disbursed enable the editorial board review and consider law report for 2008 to date.

Ministry of Local Government printed 200 copies of LCC trainers' manuals and 4,823 copies of LCC procedure guides. Plans are underway to disseminate these copies. However, delayed elections for the local councils I and II have proved a challenge to the operations of the local council III courts and now members of the public report to LCC III as the courts of first instance rather than starting at the lower courts. This is attributed to the negative attitude that some members of the public have expressed towards some of the local councils.

Different approaches for the delivery of support services have been explored including implementation of the Open Day policy and awareness weeks by DCCs across the country. In the reporting period 24 of the 98 DCCs conducted open days. This is a 400% increase compared to those that held open days in 2011/12.

The sector is currently developing a sector wide communication strategy to take forward this particular intervention.

2.6. Vulnerability profiled and discrimination and bias in access to JLOS Services eliminated.

JLOS institutions under SIP III are giving special consideration to children, poor women and men and other identified categories of users presently underserved by JLOS institutions. JLOS is also tracking institutional performance in respect to services that vulnerable groups commonly access using administrative data collected by the various institutions and attempting to disaggregate based on aspects such as gender, age, education, location among others. . These

include administrative services particularly services by the Administrator General; Case management with particular reference to gender based crime; violence against children, land and family justice.

In the reporting period the sector was able to register a 57.1% performance with regard to small claims settled with 2 weeks of conclusion of hearing as shown in table 10. The number of cases resolved through ADR in the courts increased from 26% to 26.25%, the number of juveniles diverted from formal judicial proceedings was 41.2% and 764 cases were diverted after investigations. The number of juveniles receiving non-custodial sentences stood at 78.3% compared to 75% in 2010/11 while the number of children on remand increased from 1.5% in 2010/11 to 2.6% in 2012/13. The increase in number of juveniles on remand is partly linked to the high number of juveniles committing crime, the increase in JLOs service points and non-functionality of the LCC system in the countryside with many resorting to formal courts. Also as a result of weaknesses in implementation of laws many adults now use children to commit crime.

Table 10: Performance against vulnerability indicators

Indicator	Responsibility	Baseline 2010/11	Target 2012/13	Performance 2012/13
Proportion of backlogged cases in the system	JUDICIARY	35%	30%	32.3
Proportion of small claims settled within 2 weeks of conclusion of hearing	JUDICIARY	NA	4%	57.1%
Proportion of cases settled through ADR	JUDICIARY CADER	26%	26%	26.25%
Increase in cases registered and disposed by LCC	MOLG	390,000	6%	
Number juveniles arrested per 100,000 of the child population (20)	UPF	10.1	10.1	5.63
% of juveniles diverted from formal judicial proceedings	UPF, LDC	52.6%	53%	41.2%
number of cases diverted after investigations	LDC	980	1020	764
Proportion of juveniles receiving non custodial sentences	MOGLSD	75%	76%	78.3%
Number of children on remand per 100,000 child population	MOGLSD	1.5	1.5	2.6%

The sector trained 30 staff from 16 JLOS institutional policy and planning units in collection, analysis and reporting using gender disaggregated data. CADER did not benefit from the training because it has no staff currently. JLOS is identifying gender focal persons in each institution and will invest in training and equipping them with practical tools for gender mainstreaming.

In the FY 2012/13, the Justice for Children Program funded by UNICEF expanded to three new sites of Soroti, Moroto and Kotido bringing the total number of DCCs under the Pilot to 16 including Entebbe, Nakawa, Mbale, Bududa, Fort Portal, Kyenjojo, Gulu, Amuru, Nwoya, Pader, Kitgum, Lamwo and Agago.

³ This is a 2012 figure

Under the supervision of the J4C Steering Committee, the J4C trained a total of 81 representatives of the Policy and Planning Units in planning and child data management. At the sub-national level the resident Judge of Gulu, Justice Simon Byabakama Mugenyi spearheaded the training of a total of 138 detectives in Acholi sub-region on investigation of sexual offences that involve children. The DCC members in Moroto, Soroti and Kotido intensified their outreach through training of Local Councils and dialogue with traditional leaders regarding management of cases of sexual abuse and violence against children.

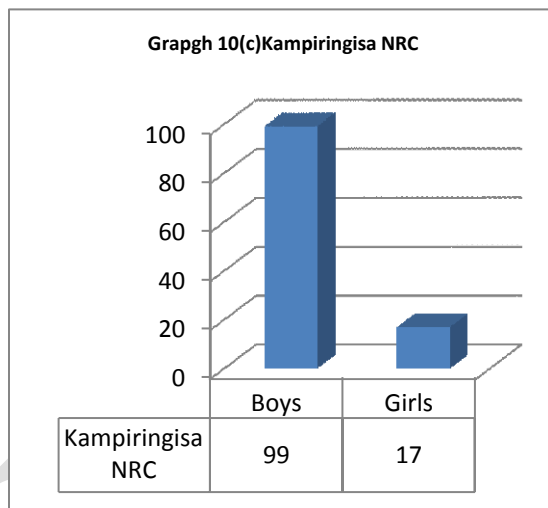
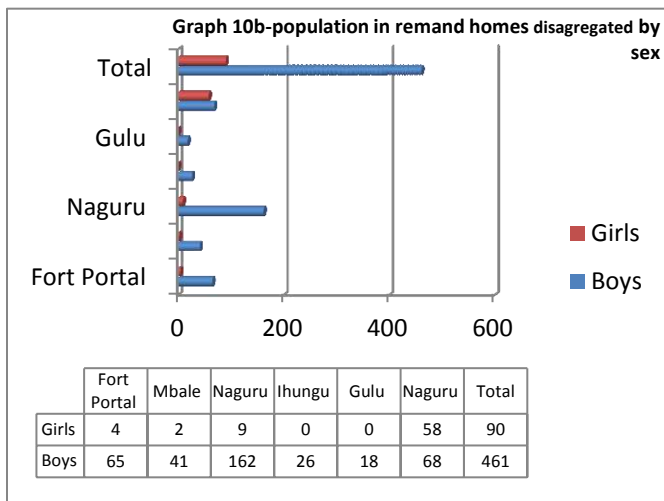


Justice S Byabakama facilitating Police investigators training on SGBV

All DCCs in the 16 sites have continued to hold regular problem solving meetings, joint monitoring of children facilities and have been involved in community dialogue and outreach activities. A DCC Operational Planning Manual is currently in draft, information sharing is happening through the DCC newsletter and the program has produced a documentary highlighting innovative practices at the local level to access justice to children. To reduce child-related backlog, J4C supported two mini High Court sessions in Nakawa and Gulu as well as five special Sessions at Chief Magistrate Courts in Gulu, Kitgum, Pader, Agago and Soroti. Within the pilot sites of Nakawa and Gulu, DCCs initiated weeding out of undeserving cases or those that have lost position.

As a result, there was a 79% increase in the number of cases of juvenile offenders diverted from the formal justice system since July 2012. A total of 424 out of 580 children processed through the remand homes had their cases fast tracked and disposed of. Furthermore, through the J4C initiative of mini- special Court sessions and routine engagement, there was significant increase in the number of child related cases disposed of in the system by 67% (2030). As a result of increased efforts by DCCs, 144 children were removed from adult facilities with practical measures- for example screening for age prior to entry in prisons being put in place to ensure children do not get into adult facilities. With increased DCC community sensitization, the number of child related cases rose from 1906 to 4,242 in June 2013. DCCs continue to innovate to ensure children access timely services for instance Gulu introduced and blocked Thursday as a special day to attend to children's cases; Mbale introduced a preliminary inquiry practice that brings together Probation, Police(CID and CFPU), Fit Persons and Prosecution to develop a case management plan immediately upon presentation of the child to the system, Amuru DCC is spearheading restorative justice through victim and child suspect meetings, and Moroto DCC is prioritizing dialogue with traditional leaders among others. The supervisory role of RCCs over DCCs in the pilot sites has benefitted greatly from the recent posting of new Resident Judges in Soroti and Gulu.

Out of the five Remand Homes in Uganda, three are fully financed by the MoGLSD and two (Ihungu and Gulu Remand Homes) are mainly supported by their respective local governments. As indicated in graph 10b, among the MoGLSD centrally managed remand homes, Naguru had



the highest percentage of juveniles (31%), followed by Fort Portal 12.5%, and Mbale 7.8%. while among those managed by the district local governments, Ihungu had 4.7% and Gulu had 3.3% of the juveniles in remand homes in the country.

In terms of the numbers, at the end of the financial year 2012/13, Naguru Remand Home had one hundred and seventy one children (171) children; nine(9) of them girls and one hundred sixty two (162) boys, followed by Fort Portal Remand Home, which had sixty nine children in custody, sixty five (65) of them boys. The Remand Home with the least number of children was Gulu Remand Home where there were only eighteen (18) boys in the Remand Home. While the National Rehabilitation Centre Kampiringisa had a population 99 boys and 17 girls excluding street children as shown in graph 10c.

In the period under review, a total of 1498 juveniles were remanded in the various remand homes, 117 of whom were girls representing 7.8% and the majority were boys as shown in table 9(a). In the reporting period out of 1515 juvenile cases completed 321 juveniles including 37 girls were committed to Kampiringisa NRC while 205 juveniles including 20 girls were resettled after serving their sentences. The MoGLSD reports that 1159 juveniles were released and reunited with their families as shown in table 9(b) however only 300 juveniles representing 26% were effectively resettled. This performance is due to capacity gaps and weaknesses in the probation function that needs revamping and resourcing. The sector must therefore fasttrack the ongoing review of the probation service to ensure effective performance.

Table 9 a) Juveniles remanded and or committed to rehabilitation in FY 2012/13

Name	Boys	Girls	Total
Fort Portal Remand Home	170	05	175
Mbale Remand Home	159	13	172

Naguru Remand Home	854	80	934
Ihungu Remand Home	116	06	122
Gulu Remand Home	82	13	95
Kampiringisa NRC	284	37	321

Table 9 b) Juvenile released from remand homes and KNRC in FY 2012/13

Name	Boys	Girls	Total
Fort Portal Remand Home	123	05	128
Mbale Remand Home	112	16	128
Naguru Remand Home			730
Ihungu Remand Home	90	6	96
Gulu Remand Home	64	13	77
Kampiringisa NRC	185	20	205
Naguru Reception Centre			230
Total			

A total of 1344 juveniles in remand homes excluding those on out on bail were taken to court including 162 to the High court as shown in the table 9c below.

This performance is attributed to increased coordination among JLOS agencies as well as continued consciousness of key duty bearers on the need to mainstream juvenile justice in delivery of JLOS services.

Table 9(c) Juvenile taken to court from remand homes

	Total taken to all courts	Handled at High court
Fort potartal	175	52
Mbale	149	22
Naguru	885	71
Gulu	135	17
Total	1344	162

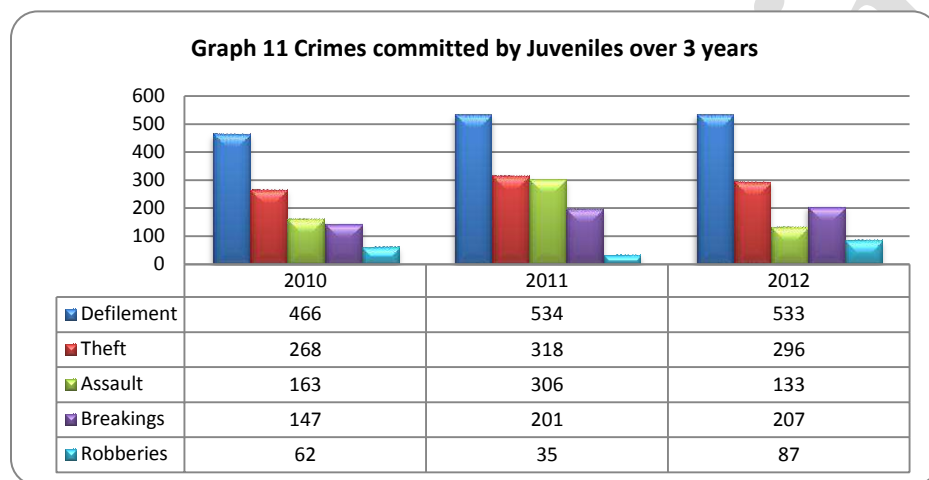
The Administrator General opened a total of 3,058 new files, inspected 167 estates up from 150 planned and 80% letters of Administration were granted. The Administrator General wound up all the planned 200 estates; granted 2,198 (99.9%) Certificates of No objections and 383 (95.8%) land transfers were issued. 136% arbitrations and family mediations were also concluded by the Administrator General during the year under review. The computerization of the Administrator General's registry, lands and accounts section was ongoing by the time of reporting. The computerization process is aimed at capturing files; verify files and capture data. This process once complete will go a long way in reducing transaction lead times with the Administrator Generals department.

Land courts were also rolled out to 15 Chief Magistrates Courts of Mengo, Nakawa, Jinja, Mbale, Tororo, Soroti, Lira, Gulu, Masindi, and Fort portal, Masaka, Kabale and Mbarara. As a result of the above, 1,576 land cases were disposed of.

The enable the collection of evidence from the impaired persons, 40 police personnel from Gulu and Kampala were trained in sign language with support from the Democratic Governance and Accountability Programme (DGAP).

The police sensitized 330 police officers on child protection and the laws on SGBV and conducted 544 home visits, 167 school visits and 217 networking activities involving 61,954 participants. Through participation in the 16 days of activism the police created public awareness on violence against women and girls.

In 2012, Uganda Police investigated 8,076 cases of defilement and 530 cases of rape compared to 7,690 cases of defilement and 520 cases of rape in 2011 posting 5% and 1.9% increases respectively. A total of 3,984 other child related cases were also investigated. These cases are always reported to Police after alternative remedies have failed. 4,658 suspects (4,357 defilement and 301 rapes) were charged in court and only 337 were convicted.



A total of 1,256 Juveniles were involved in crime compared to 1,394 in 2011. This indicated an overall reduction of 9.9%. Defilement still registered the highest number followed by theft and house breakings. Robberies increased by 148% as

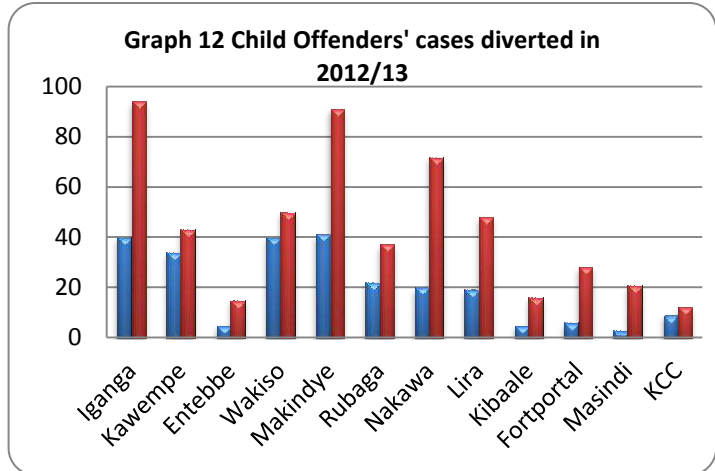
illustrated in the graph11.

There was an overall increase in child related crime by 12.2%. Child neglect recorded the highest number followed by defilement. However, there was a sharp increase in infanticide by 57% up from 43.5% in FY 2011/12 followed by child kidnap by 36%. On a positive note there was a reduction in child abuse / torture by 15%.

As a measure to enhance police response to SGBV crimes, the Police set up a Gender Based Violence Department (GBVD) within CIID to ensure cases of sexual offences are expeditiously investigated. This follows the redesigning of the Police Form 3 (PF3).

The LDC Legal Aid Clinic registered 2,450 juvenile cases. Of these, 764 were diverted to communities while 1,704 were referred to other actors and 430 pending. The graph below shows the number of juveniles diverted in the various courts country wide.

In total 1,120 cases were reconciled in Court and 640 reconciled at Police. LAC registered 703 walk in clients for family and child neglect cases, 380 were concluded, 180 referred to other actors and 51 cases are still pending. LDC legal aid clinic trained 100 police officers, 20 Magistrates, 200 community leaders and 400 fit persons on the diversion programme. Also trained were 405 Bar Course students in Clinical Legal Education.



The LDC through its Legal Aid Clinic trained Magistrates, Police officers and local government officials in diversion, reconciliation and handling walk-in clients.

The Sector is also encouraging reconciliation among victims as an alternative to resolving disputes. As a pilot, the process is being led by LDC. In the reporting period, we



Training of fit persons in Fort Portal



Reconciliation session conducted by Bar course students in Kibaale

were able to register a total of 1,340 cases compared to 857 cases last year surpassing the target of 940 cases by 42.6%. Makindye registered the highest number of cases followed by Nabweru. However, males dominated in all Courts except Lira.



Lira Child center constructed and ooms furnished with beddings by Plan International

This reflects a great improvement in the various courts and performance of the Bar Course students deployed. In the same period, 857 cases for walk –in-clients for family and child

neglect were resolved compared to the 420 cases for the year 2011/12 indicating an increase of 104%. The LDC also over performed in this area by 144.9%.

There are 37 police stations with fully equipment juvenile centres constructed across the country by the sector and international NGOs like Save the Children, Plan International, Mifumi, World vision, Child fund and ANPPCAN. These interventions have greatly reduced incidences of juveniles being detained together with adults or detaining children at the counters.

UPS made contacts for 15,124 inmates as a way of involving community participation in offender rehabilitation; offered individual and group counseling to 15,607 inmates as a healing process in order to enable them cope with the life in jail equally 1,500 staff were offered counseling and guidance services. 1,500 inmates received life skills training, this training is intended to enable offenders to know how to cope with life in general including emotions, stress and anger management; 32,000 inmates were offered spiritual reformation and rehabilitation in their respective religious backgrounds. 791 inmates were successfully reintegrated back into their respective societies. The above interventions led to reduction in the rate of recidivism from 26.8% to 26.7% in the reporting period.

UPS developed a strategy to ensure that every court order is strictly implemented and empowerment of inmates for legal representation through strengthening partnerships with other agencies in CJS, strengthening institutional case backlog management committees and purchase of vehicles to reduce on the number of prisoners walking to court. With the acquisition of 2 trucks for Gulu and Tororo and 1 bus for Kampala, UPS was able to increase the daily average of prisoners produced to court by 48.7% from 531 to 1,090. In addition, 03 motor cycles were purchased for linking remands to other social actors in the chain of justice. This enabled 22,000 inmates to receive basic legal assistance. With support from DGF and FHRI, Prison has been able to establish functioning paralegal activities in 10 districts of Mbarara, Mbale, Fortportal, Bushenyi, Gulu, Lira, Kampala, Jinja, Kitgum and Arua.

2.7. JLOS capacity to prevent and respond to crime enhanced

Crime prevention, strengthening the justice for children system; strengthening capacity of safety and security related agencies through restructuring and training and focusing on transitional justice, amnesty and the mobilization and reintegration of ex combatants in accordance with the law are some of the priority interventions the sector is fast tracking. Emphasis is on high crime spots and conflict affected areas of Northern Uganda and Karamoja. The JLOS regulatory and oversight role over operations of the Non-Governmental Organizations is being strengthened. The sector is also implementing specific measures to boost rehabilitation of offenders including juveniles to reduce the levels of recidivism in the Country. The number of inmates on rehabilitation programmes more than doubled from 3400 in 2010/11 to 7869 in the period under review. Similarly the number of convicts on formal adult literacy increased from 1340 to 1547 in the reporting period above the targeted 1400. The sector also encouraged community service for

deserving cases and in the reporting period 8846 community service orders were issued compared to the targeted 8000 orders. These among other measures contributed to the reduction in recidivism from 28% in 2010/11 to 26.8% in the reporting period. The sector was not able to establish the juvenile rates of recidivism in the reporting period but a special census of remand homes is expected in the FY 2013/14. Due non recruitment coupled with increasing prisoner population the warder prisoner ration declined from 1:4.5 in 2011 to 1:6 in the reporting period. Also as a result of delays to recruit more police personnel the police population ratio too declined from 1:709 to 1:754. This must be addressed to avoid reversal gains made.

Table 11: performance against response to crime targets

Indicator	Responsibility	Baseline 2010/11	Target 2012/13	performance 2012/13
Increase in cases registered and disposed by LCC	MOLG	390,000	6%	
Adult rates of recidivism	UPS	28%	28%	26.8%
Juvenile rates of recidivism	MOGLSD	15%	15%	
% of convicts on formal adult literacy programmes	UPS	1340	1400	1547
% of prisoners engaged in rehabilitation programmes	UPS	3400	3400	7869
police to population ratio measured against the baseline	UPF	1:709	1:709	1:754
Prisoner warder ratio	UPS	1:4.5	1:4	1:6
Number of petty offenders sentenced to community service annually	MIA (NCSP)	9000	8000	8846

At result level, conviction rates are now at 53.6% of concluded cases due to improved investigation capacity as well as the adoption of prosecution led investigation in the white collar and violent crimes, opening up more stations and a good staff mentoring programme.

In the reporting period the UPF investigated 33,657 violent crimes and 4,240 convictions were secured. The police also investigated high profile cases of fraud, notably in the office of the Prime Minister and Public service were out of



The finger print equipment being tested



Gen. Kale Kayihura Trying one of the Motorcycles procured for CIID. Right are new vehicles for CIID



189 cases opened, 94 files have been submitted to DPP and so far 1 suspect was convicted.

Considering the increase in cyber and economic crimes, the Police is building its forensic division through training and equipping. The CIID conducted a joint training on cyber-crime investigations with stakeholders in Interpol, ICT, Bank of Uganda, URA and NSSF to enhance their skills in tackling such crimes. Through JLOS two forensic experts are undertaking advanced degree training in finger prints and DNA profiling in the UK. In addition, Police received assortment of computers, finger print machine, and SOCO equipment from the German Federal Police, (The BKA). In the same package 271 officers were sponsored for refresher training on forensic awareness. The UPF also procured 19 motorcycles and 4 salon cars to ease transportation to scenes of crime.

This gradual process of moving away from the manual to electronic system has enabled analysis of 203 out of 616 finger prints received with 19 cases so far turning positive. However the proposed AFIS system that would create linkages and ease sharing of data with other JLOS and security institutions is yet to be implemented because UPF is still under studying the system.

To support crime prevention and fast track investigations the UPF canine unit was expanded from 36 police stations in 2011 to 44 police stations in 2012. There was in addition increased level of awareness by the public about the roles of dogs in crime prevention, detection, and investigations. As a result, 17 Local government leaders supported construction of dog kennels using local revenues. The coverage is still low compared to the number of districts and the high demand for the dogs by the public because of the immediate results in tracking criminals.

In the period under review 5,821 cases were tracked leading to 2,872 arrests (2,725 male adult,



Canine Unit of the UPF



The kennel constructed by the local community at Bwera Police Post – Kasese District

100 female adults, 39 male juveniles, and 8 female juveniles). A total of 1,582 cases were taken to court and 296 convictions were secured.

The dogs are also effective in crime prevention, for example Bwera Police Station used to record an average of two cases of house breaking in per day; however, with the opening of the unit, it now takes the station weeks to register a case of theft. With continued support from JLOS and Local governments, the plan is to increase the unit to 60 in 2013/14. In addition, the canine breeding facility at Nagalama is soon becoming operational with the importation of 7 breeding

dogs. This will enhance the capacity to replenish stocks and expand the unit to the whole country with ease and also reduce the cost of importing dogs from abroad.

To prevent crime the police is rolling out the community policing programme. It rolled out the Muyenga community police post model to Bunyarigi in Bushenyi, Cricket ground in Mbale, Walukuba in Jinja, Oliy in Arua and Layibi in Gulu. The community is appreciating this new policing strategy being applied and is proud to be part and parcel of policing their neighborhoods. As a result some communities donated land to police while some built police posts/station in areas including Bukwiri (Kyankwanzi), Acholi stage in Lira and Lwengo. To enhance police presence in Karamoja region 7 police stations were opened, 14 motor cycles procured and 140 CLOs were trained under the Karamoja Livelihood Programme (KALIP).

UPF registered a decrease in terrorism activities from 10 cases in 2011/12 to 8 cases in 2012/13. This is because of the sensitizations workshops and awareness campaign carried out to the public by the Counter terrorism directorate using IEC materials, spot messages on electronic media and enforcement of security at busy places and business centers. UPF also carried out 1,934 explosive canine sweeps and enhanced protection of 3,564 VIPs and 60 high value targets and vital installations. As a measure to contain acts of terrorism in the Region, Uganda hosted the East African Police Chiefs Cooperation (EAPCCO) field training exercise on how to coordinate and counter terrorism. In addition, UPF bolstered counter terrorism deployments at 46 tourist centers and trained 875 personnel on identification and response to terrorist incidents. In addition 800 personnel and 20 explosive sniffer dogs attended refresher training.

There was a significant decrease in fire incidents from 1,203 in 2011 to 1,126 in 2012 posting a reduction of 6.4%. Most fires like in 2012 affected residential accommodation with 263 incidents followed by commercial structures (Shops, Kiosks, etc) with 125 while markets had 07 cases. The single most identifiable cause of fire outbreaks in the country has been electrical short circuits with 286 cases reported contributing 22% of the total 1,070 cases. This is as a result of over loading power supplies, poor electrical wiring and illegal connections. Arson came second with 165 incidents posting 11% of the cases as shown in the graph below.

To promote safety of person and security of property, UPF partnered with Local Governments and acquired 46 new firefighting trucks and equipment to be based in Municipalities and busy town centres. While fire stations expanded from 14 to 36. The new stations are Lira, Kitgum, Moroto, Soroti, Iganga, malaba, Busia, Lugazi, Kisoro, Kabale, Rukungiri, Ntungamo, greater Bushenyi, Nateete, Kajjansi, Ntinda, Luweero, Mityana, Mubende, Masindi, Industrial area and Kitintale. In the period under review, there was an increase in the causes of fire as shown in the graph below. An un-established causes of fire increased from 166 in 2011 to 292 in 2012, electrical short circuits from 164 to 286 and arson from 74 to 165. However, the victims who died decreased by 9% from 31 in 2011 to 22 persons in 2012. The injured also decreased by 9%

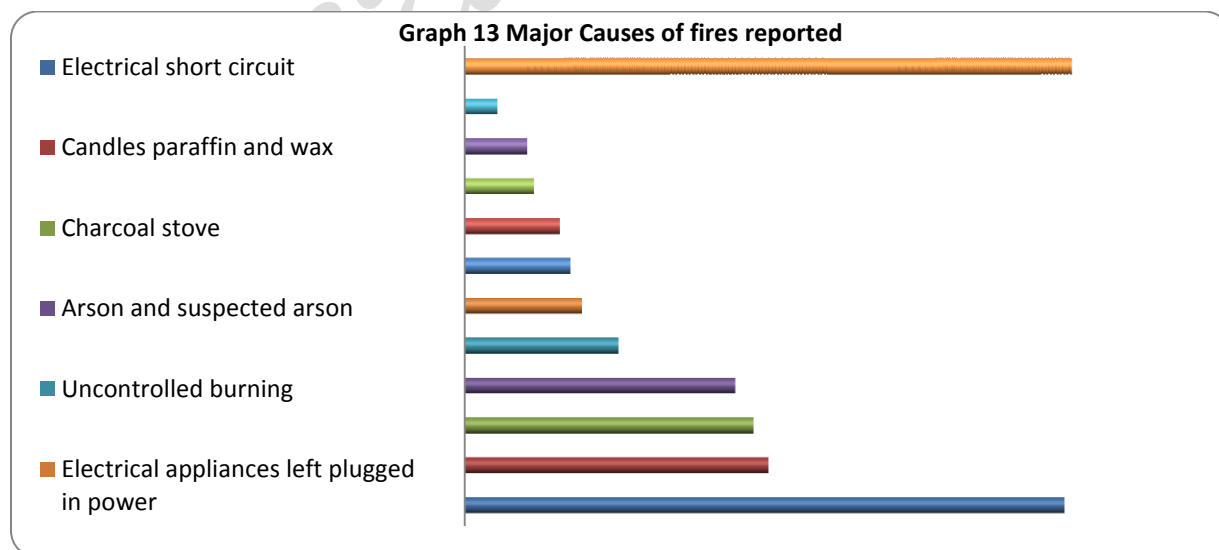
from 37 to 28 persons. This reduction both in fatality and injury is because of the continuous sensitization of the public on the dangers of leaving children alone in the houses especially at night with the candles burning and the general use of naked flames. Police is continuing with community policing/sensitization activities against fire and are also supporting operations by UMEME to disconnect all illegal electrical connections to reduce fatalities and fire related incidents.



In addition, Police trained and passed out 40 Police Cadets who will to man the stations. In the reporting period, the number of victims who died as a result of fire incidents decreased by 9% from 31 in 2011 to 22 persons in 2012. The injured also decreased by 9% as shown in the table below. This reduction both in fatality and injury is because of the continuous sensitization of the public on the dangers of leaving children alone in houses, use of naked flames and leaving candles to burn while asleep.

Table 12: Victims of fire incidences 2010 and 2011

Nature	2010	2011	2012
Injured	22	37	28
Fatal	43	31	22
Total	65	68	50



Also the DPP with support from UN Women trained prosecutors in handling Gender Sexual offences most especially to cater for the atrocities that were committed during the Northern Uganda insurgency. The Directorate of Public Prosecutions also trained medical practitioners in handling Sexual Gender Based Violence victims without affecting potential evidence.

Further, the Directorate of Public Prosecutions revised standards of performance by setting new case management targets which put much emphasis on time or duration of prosecuting cases. The new targets include; duration of sanctioning case files in an average of 2 days, perusing case files within 30 days on average, concluding prosecution-led-investigations in an



GAL regional Laboratory in Mbarara

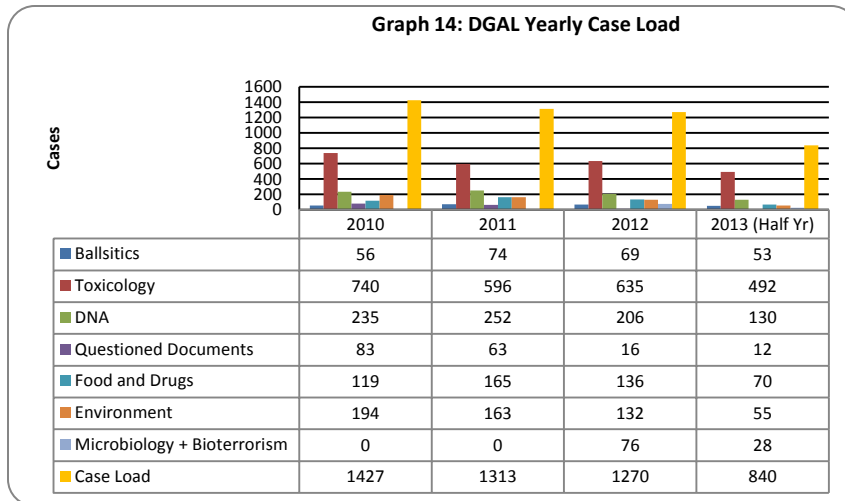
average of 120 days, ensuring that at least 70% of DPP offices meet the minimum performance standards (i.e. quality of legal opinions), concluding 80% of public complaints against staff performance and 95% on public complaints against criminal justice processes, implementing 63% of recommendations of internally conducted research and carrying out 4 field office performance assessment visits aimed at performance planning, mentoring, monitoring and assessment. Other performance targets include; responding to incoming Mutual Legal Assistance Requests within an average of 30 days, prosecuting 50% of reported Cross-border cases and sanctioning 71% of registered international criminal and terrorism cases.

In the reporting cycle, the above targets led to sanctioning of case files within an average of 2 days, case files were perused within 37 days on average, prosecution-led-investigations were concluded in an average of 98 days. Even so, 81% of the Directorate's stations were able to meet the minimum performance standards (i.e. quality of legal opinions), 82% of public complaints against staff performance and conduct, and 78% on public complaints against criminal justice processes were concluded respectively, 63% of recommendations of internally conducted research were implemented and 3 field office performance planning, staff mentoring, performance assessment visits were carried out. The Directorate too was able to respond to incoming Mutual Legal Assistance Requests within an average of 30 days, 60% of reported Cross-border cases were prosecuted and 71% of registered international criminal and terrorism cases were sanctioned.

The construction of Government Analytical Laboratory in Mbarara for the Western region which commenced in 2011/12 is now complete with remedial compound works underway. The handover for the building is slated for beginning of 2nd quarter FY 2013/14. The laboratory must be furnished equipped for the regional laboratory to be fully operational.

The Directorate of Government Laboratory received 1,270 cases and requests for forensic and general scientific advisory services with 50% of requests related to poisoning (toxicology), 16% related to murder and sexual assaults (DNA), 11% related to narcotic related offences (Food and Drugs), 6% gun related offences (Ballistics) and 10% of requests related to environmental issues. Overall DGAL continues to process over 800 cases year on year capping at 842 cases in 2012 and by end of June 2013 standing 367 cases. The outturn has improved from 48% in 2010 to 59% in 2012.

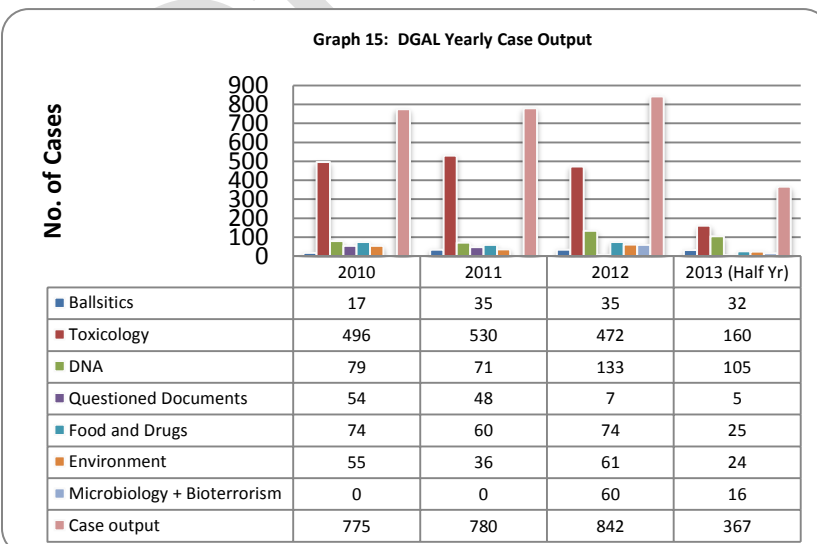
The increase in the number of cases is attributed to the focus on forensic techniques being applied to investigations.



The average turnaround time of forensic and general scientific advisory services stands at 210 days down from 300 days in 2010.

DGAL installed a cold room facility at DGAL Headquarters in Wandegeya to preserve biological and perishable specimen. DGAL is focused on delivering timely and accurate services

but faces shortcomings ranging from increased complexity in acquisition of imported consumables (some of them internationally restricted) to equipment breakdown. This has been exacerbated by the limited technical personnel in the country to service, repair and maintain the various scientific equipment used in analysis. The average turnaround time of forensic and general scientific advisory services stands at 210 days in 2012 down from 300 days in 2010. However more needs to be done to bring the average turnaround time to the required 90 days especially in DNA cases by training submitting officers (Investigators and SOCOs).



As Uganda's National referral analytical laboratory, there is need for careful utilization of the limited resources to provide quality forensic science services to enhance the delivery of justice. The Ministry of Internal Affairs through DGAL intends to widen the scope of services to cater for emerging crimes such as computer fraud,

terrorism, human traffic, environmental crimes, drug trafficking and abuse and sports doping.

The UPS kept and looked after a daily average of 35000 prisoners (provided with meals, medical care, and basic necessities of life). In the period under review a policy framework for enhancing entrepreneurship skills was developed under the 10th EDF support. 7869 offenders were imparted with life skills (1,522 industrial and 4,800 agricultural and 1547 attended formal education programme), 15,607 inmates were counseled and helped to cope with imprisonment, and 791 inmates were re-integrated into communities.

Tororo and Fort Portal carpentry workshop were equipped with new machinery under the EU support while Mbale workshop was repaired. This increased the number of prison workshops that engaged into production from 10 to 13. In addition to generating non tax revenue of



P.6 class at Kigo Prison

shs.92, 967,500 a total of 100 inmates were trade tested on vocational skills. A salon was established at Luzira women prisons to enhance skills in hair dressing. Despite the efforts made, inadequate training materials, equipment, and tools affected proper implementation of these programme. Besides trade testing is limited to only the available trade testing institutions (not all institutions accept to trade test).

A total of 1,547 inmates received formal education training; 302 inmates sat for UNEB examinations (PLE-118, UCE-

UPS stall at the agricultural show in Jinja Demonstrating skills development for inmates in modern farming



46, UACE-38, other certificate-50, Diploma-50). The Prison authority has constructed a science lab with a capacity of 50 at Luzira Prisons and new classroom block in Gulu. All these interventions helped to maintain recidivism rate at 26.8%.

4,800 inmates were placed on agricultural training; where 4,427 acres of maize was planted-

Graph 17 Community service orders issued, disaggregated by court level

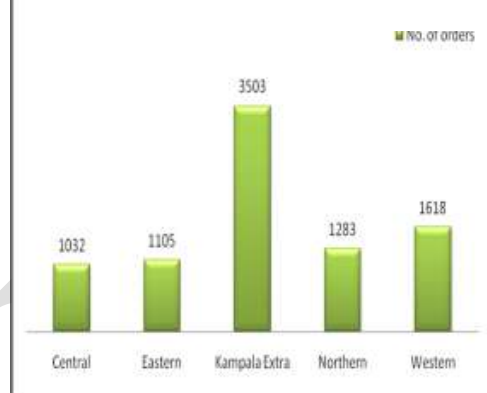


yielding 5000 tons; 100 acres of land planted with coronal eucalyptus trees; 37 acres planted with fruits (oranges-17, mangoes-18, pineapples-2). 10 ox-ploughs were purchased for 5 stations (Alebtong,

Amuria, Ngora, Serere and Amolator

) and 08 bulls were purchased and stocked in Patiko, Adjumani and Mutukula prisons. 48 tractor operators were also trained. However, the farming work plan was affected by adverse weather conditions as can be seen in the photograph.

Graph 16 Community service orders issued by region



National Community Service registered a significant progress in terms of service delivery. Out of the 103 districts with courts, 90 have functional DCSC. There was a steady increase in usage of CSOs as a sentencing option. In 2012/13, a total of 8,846 community service orders were issued compared to 8,546 in the year 2011/12 surpassing the target of 8,000 by 3.5%. Males dominate in all regions with high number of females in Kampala at 229 followed by Northern with 169 and western 114. Central region had the least number of females.

The high number of CSOs in Kampala is due to the presence and vigilance of volunteers at all courts. Among the crimes, theft, assault, rouge and vagabond and criminal trespass; accounts for 37% of the offenders sentenced to community service. This is as a result of Police swoops and arrests following a wave of crime around most towns.

The orders registered during the period were issued by all courts of Judicature ranging from High court to LC courts. The Grade one courts issued the highest number of orders accounting for 43% followed by grade II and chief Magistrates courts. The High court issued only one CSO. This improvement in performance is as a result of district facilitation, positive attitude by some magistrates as well as increased advocacy for community service orders by the key stakeholders. It should be noted that challenges surrounding the existence and operations of Local council courts account for the reduction of LCs orders from 22 in FY 2011/12 to 4 in FY 2012/13. This is likely to affect issuance further in the FY 2013/14 if elections of LCs are not held. In addition, some police personnel have not fully embraced the usage of PF 103 to assist in determining CSOs.

To promote advocacy, the community service department conducted 18 radio programmes in various parts of the country that is on Mega FM and Radio King in the north, Dunamis and Baba FM in Kampala metropolitan area. Signal FM in the east and Better FM in the west.

In addition 1248 IEC materials were distributed in the various regions to enhance awareness on community service as a sentencing option. One inter district visit was conducted in Sembabule as an experience and best practice sharing platform among the key stakeholders in the Masaka Magisterial area.

In addition, the department set up 4 new offender rehabilitation tree planting project in Kaliro, Nabweru, Kiruhura and Kasese. All these were provided with a full project kit. 15 existing projects were also supported with a total of 20,055 seedlings and other equipment for replenishment. The Nyakagyeme and Kiryandongo project produced 29, 000 bricks. In order to ensure projects sustainability, communities have been encouraged to start up self-initiated projects using localized seeds. This has so far been successful in Sembambule, Oyam, Gulu and Koboko districts. As pay back, the seedlings are distributed to institutions within the communities. So far a total of 1,802 offenders have been placed on rehabilitative projects and 112 districts have received funding in the reporting period. However, some districts have continued to produce poor results in terms of orders issued despite the funding. This has greatly affected programme success considering the current budget constraints.



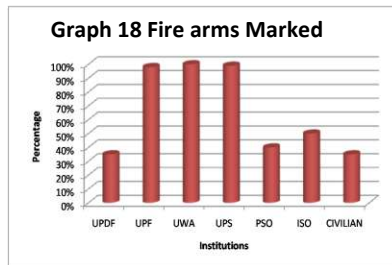
Community service placement projects

The National Focal Point undertook an assessment of obsolete, expired and unserviceable rifles and ordinances in UPF and UPDF in western region. NFSALW marked UPS arms in southern and south western regions and ISO arms in eastern and mid-eastern regions. From the analysis, the NFP has completed marking in UPF, UWA and UPS while ISO

Arms marking in the UPS

Private Security and UPDF are just under 50%. With the procurement of a pickup, setting up of fire arms management system and skilling the registry staff, there is hope of improved marking this FY 2013/14.

The NFP also under the Conflict Early Warning and Early Response Unit (CEWERU) conducted sensitization for 165 male and 32 female civic and opinion leaders from the under mentioned districts neighboring Karamoja in conflict prevention, management and resolution (CPMR).



The NGO Board monitored 174 NGOs cutting across central, Eastern, Northern and Western regions. The major objective of the visit among others was to address issues of compliance, illegal operations, community involvement in NGO activities, awareness raising, policy dissemination and consultation with

NGO umbrellas. Apart from meeting NGOs, The District authorities were also educated on the NGO regulatory requirements and their roles. The Board responded to complaints from NGOs about harassment from some district authorities.

The Board was also invited to attend some formal functions by District and NGO leaders to make presentation of the NGO Policy and other regulatory issues. Monitoring has enabled increased need to operationalize the NGO Board and the NGO regulatory framework. There is also emerging need for clarifying roles and responsibilities for the various stakeholders. Perception of the Board as a regulatory body is being acknowledged and illegal operators are being reported. The board also registered 288 new NGOs, renewed 291 NGO permits and 146 NGO were entered into the data base. It procured 4,000 new incorporation certificates and held 8 meeting on arbitration cases for 17 NGOs to resolve disputes. To enhance user empowerment, 300 NGOs board services brochures and 5,000 fliers were produced and disseminated.



With support from Democratic Facility Grant (DGF) the board held eleven (11) talk shows on various radio stations to discuss the NGO Policy. Three in Kampala (KFM & Radio One), three in Gulu (Mega & Rupiny), One in Arua (Radio Parcis) , one in Mbale (Signal FM), one in Masaka, Mbarara and Kyenjojo. The talk shows raised interest and the NGO Board staffs have been invited for follow up discussion.

2.8. Access to Transitional Justice (TJ) enhanced

The sector is enhancing access to transitional justice through a multiplicity of approaches. In order to deliver quality services to the affected person, the sector has in the last financial year built capacity of actors in the criminal justice sector including the police, prosecution, and judiciary on investigation, prosecution and adjudication of transitional justice cases. The training included 14 Judges of the High Court who were trained in international criminal law and on transitional justice by the International Institute for Criminal Investigations.

The Sector commissioned a witness protection risk assessment that provided a base-line threat assessment and proposed witness protection mechanisms for the LRA related investigation and trials at the International Crimes Division of Uganda. The assessment was commissioned as a follow up to the Needs Assessment carried out earlier. The objective of the assessment was to identify “necessary witness-management measures (protection measures) to be put in place during investigations, at trial, and immediately after trial, but also for future alternative justice mechanisms like traditional justice and truth telling/seeking mechanisms.” Furthermore, the project was to “ensure that police officials and prosecutors who would be in contact with at-risk witnesses in the near future have training on witness protection best practices.

The assessment was carried out using an adapted assessment model based on that used at the ICC and the Special Tribunal for Lebanon. The findings of the risk-assessment will inform the development and implementation of appropriate witness protection measures.

The sector further conducted a base-line psycho-social vulnerability assessment for investigations and trials at the International Crimes Division of Uganda. The assessment was intended to contribute to the development of working documents for the provision of psycho-social and psychological support to vulnerable witnesses and training of professionals on how to enlist information from vulnerable witnesses.

The assessment recognised the high vulnerability of witnesses in LRA related cases and the requirement for support during investigations, before trial, during trial, immediately after trial and post-trial as well as the need for long term psychological support. The assessment recommended the need for psycho-social experts, female investigators and logistical support among others.

This financial year, the sector supported the Police and DPP to investigate and prosecuted transitional justice cases. In that regard, the 5 cases related to the LRA insurgency in the north were conclusively investigated. The DPP was also supported to protect witnesses at risk, and in that regard they identified 9 key witnesses in relation to the LRA conflict that needed urgent protection. The sector also supported the International Crimes Division to adjudicate transitional justice cases; however, the only war crime case of Uganda vs. Thomas Kwoyello (Former LRA Commander) still remains on appeal at the Supreme Court pending the constitution of the Court. The delay constitutes a potential challenge to delivery of justice to the conflict affected persons.

Despite existing legal frame work and support to the institutions, for the investigation, prosecution and adjudication of transitional justice cases, challenges include; the grant of amnesty to senior former combatants and the continuity of rebellion outside Uganda which makes it difficult to apprehend or even investigate cases out of Uganda. As a result, access to formal criminal justice for the victims and alleged perpetrators a nightmare. Outreach programmes have also been affected, considering that there is limited demonstrable progress in the criminal justice area of transitional justice. However, the sector is committed to promoting other non-formal transitional justice mechanisms though informative and educational outreach programmes.

Further, the sector continues to collaborate with non-state actors like civil society to provide guidance on the delivery of justice to the affected communities.

Table 13: performance against TJ targets

Indicator	Responsibility	Baseline 2010/11	Target 2012/13	2012/13 performance
Disposal rate of cases in post conflict areas	JUDICIARY	48%	49%	29.1%
Count of T. J witnesses supported	DPP, UPF JUDICIARY	NA		121

The disposal rate of cases in post conflict areas declined from 48% to 29.1% as well as the total number of cases disposed which decreased by 28.7%. This was against a 40.1% increase in the number of cases filed. Poor performance was recorded especially in the High Court level due to limited man power where by one Judge was in charge of three circuits ie Gulu, Lira and Soroti.

Table 15: Regional Case Disposal

Region	Completed 2011/12	B/Forward	Disposal Rate of Registered Cases % 2011/12	Registered 2012/13	Completed 2012/13	Disposal Rate of Registered Cases % 2012/13
Central	59408	57,407	153.8	63,123	55,772	88.3
Western	23519	30,191	138.6	28,557	26,028	91.1
Eastern	19510	36,744	125	25,558	24,411	95.5
Northern	13940	21,761	158.1	12,352	9,939	80.4

2.9. Legal Aid Policy and Law Implemented

The Sector is working to ensure that there is a functional legal aid system that integrates the state brief; standards for legal aid provision and complements the pro-bono scheme; and low cost models of legal aid. A legal aid policy was finalised and approved by the JLOS leadership committee and only awaits Cabinet approval. In anticipation of the approval work commenced on the proposed draft Legal Aid Bill to implement the policy

At the Uganda Law society, provision of legal aid services through the Legal Aid Project and pro bono services continued following the opening of 3 new Legal Aid Clinics in the districts of Mbarara, Arua and Soroti. In the reporting period, a total of 8,359 clients were handled through the legal aid clinic. Of these, 4,691 were new clients representing 56.1%. The male were 5,510 while the female were 2,849. In the reporting period 506 cases were concluded in Court while 774 cases were concluded through mediation. Also 804 cases are pending mediation in office while 3,503 cases are pending in Court. In total 1,378 clients received legal advice, 337 were referred to pro bono scheme while 57 cases were closed for lack of merit.

A total of 85 juvenile cases were handled during this reporting period. Of these cases, 75 were male while 9 were female. 16 cases are pending in court, 65 were completed in court, 6 juveniles were given bail and three cases were closed. These included; Aggravated Defilement 18, Aggravated Robbery 04, Attempted Theft 01, Attempting to commit arson 01, Burglary & theft

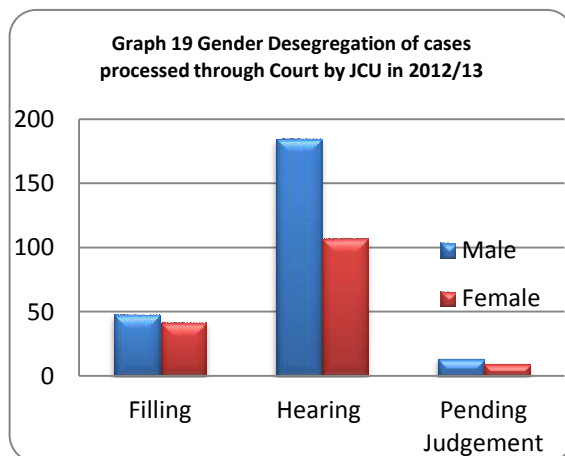
04, House breaking 02, Child to child sex02, Criminal trespass 01, Simple Defilement 02, Driving without a valid permit 01, Forgery01, Injuring an animal 01, Malicious damage to property 02, Murder 01, Office breaking 01, Possession of suspected stolen property 01, Rogue & vagabond 01, Shop breaking & theft 05, Office Breaking 01, Simple robbery 01, Theft 03 Threatening violence 30, Unlawful possession of narcotic drugs 01.

Diversion is a contemporary phenomenon in Criminal Justice in general and juvenile justice in particular. It is considered to be a subject of fundamental human rights and a powerful tool in crime prevention. It is a strategy developed in the juvenile justice system to prevent young people from committing crime or to ensure that they avoid formal court action and custody if they are arrested or prosecuted. The Sector adopted the concept of diversion based on the theory that processing certain youth through the juvenile justice system may do more harm than good. The basis of the diversion argument is that courts may inadvertently stigmatize some youth for having committed relatively petty acts that might best be handled outside the formal system. In part, diversion programs are also designed to ameliorate the problem of overburdened juvenile courts and overcrowded corrections institutions (including detention facilities), so that courts and institutions can focus on more serious offenders.

Through the LDC legal aid clinic 764 child offenders were diverted out of 770 cases registered in Iganga, Kawempe, Entebbe, Wakiso, Makingye, Rubaga, Nakawa, Lira, Kibaale, Fort portal, Masindi and KCCA. 238 of the offenders were female while 527 were male. Iganga had the highest number followed by Makindye, Nakawa while KCCA and Masindi had the least number of male and female offenders respectively.

Justice Centres Uganda, a pilot for state provision of legal aid reached out to 16004 people, 5067 of whom were women. Community awareness outreaches is one of the major activities of Justice Centres Uganda, mainly to respond to call in and walk in issues raised to Justice Centres as well as to serve as an avenue for community mobilization and awareness on human rights and how to pursue such rights. During the reporting period, 157 community outreaches were conducted in different centres focusing on specific issues notably on how to resolve land conflicts, family disputes especially related with custody and child maintenance as well as criminal law.

Justice Centres Uganda continued to resolve disputes through Alternative Dispute Resolution. This Period, 689 cases (329 female, 360 male) were processed through ADR/ mediation with 321 (151 male and 170 female) cases successfully resolved through ADR. 294 cases are in the final stages of conclusion, while 74 cases failed because the



parties failed to reach a compromise and as such they were filed in court.

Most successful cases during the period have been family and land related matters. However, even though most family matters have been addressed and MoU signed during ADR, there is need for continuous monitoring to ensure that the MoU is being implemented



Clockwise-Sister Philomena in pink, Agnes the client in blue jacket, Medical Social Worker, LCI, PSS, Denis, the husband in Light Blue shirt and family members

During the period, 145 (17 female and 128 male) cases were successfully concluded with judgment passed in favour of JCU clients, 19 (9 female and 10 male) cases are at Judgment level while 1,255 (104 female and 1,151 male) cases are still at hearing level. The results are based on the speed with which court disposes off cases.

During the reporting period, 419 (242 male and 177 female) received Psychosocial support services. Support was offered to clients who came to the centres, some clients were supported while on detention in police

cells, while others were followed up in their communities during community outreach clinics. The support has enabled client to recover from trauma caused by disputes.

The psychosocial support strategy (PSS) has been developed as a frame work that highlights how the different departments work together at Justice Centres Uganda (JCU) to address the client's legal problems. Psychosocial Assessment and analysis of the clients' problems provides alternatives to address their other needs through counseling, provision of support services within the centre and referral to other social service providers (SSP) or more specialized legal aid service providers (LASPs) within the regions. During the period, 1608 including 124 female were released from prisons some on bail other were sentenced to community service while 563 had their cases dismissed.

The centre also opened a new legal aid centre at Mengo Chief Magistrate's Court to serve the city and surrounding areas and also opened a new station at Hoima chief magistrates' court.

Table 16: performance on legal aid targets

Indicator	Responsibility	Baseline 2010/11	Target 2012/13	performance 2012/13
Proportion of persons in need of legal aid accessing legal aid services	ULS, LAW COUNCIL, LDC	23%	23%	
Proportion of Judiciary non wage operational budget spent on state brief per year	JUDICIARY	1%	1%	

2.10. JLOS user- oriented Service attitude inculcated

JLOS is pursuing and supporting the transformation of its procedures by focusing on introduction and nurturing of a service culture among all its human resource and that of its partners. A human resource manager's forum was created and will be resourced. The Judiciary is

now at advanced stages of developing a performance management tool and has intensified the use of integrity studies while listening to court users.

The Sector emphasizes the use of Clients Charters as a vehicle to empower users of our services to demand improved services and is a contractual obligation between the institution and the client. It also helps to orient the JLOS staff to serve their clients well. At the time of reporting, 64.7% of the JLOS institutions had developed Client Charters including MoJCA, Tax Appeals Tribunal, Ministry of Internal Affairs, JSC, the Judiciary, DPP, UPS, UHRC, MoLG, ULS, and DCIC. Other institutions such as URSB and UPF are in the process of developing client charters. During the reporting period the TAT reviewed, produced, translated and disseminated 10,000 copies of the client charters to the taxpayers in central, eastern, northern and western regions.

The sector however needs a comprehensive strategy as to how to instill a service-culture. There is need to popularize the use of complaints-systems and ensure that all staff in the sector are customer focused.

3.0 OUTCOME 3: OBSERVANCE OF HUMAN RIGHTS AND ACCOUNTABILITY PROMOTED

The Government of Uganda's long term objective is full respect, promotion and enforcement for human rights. It is provided for in the constitution that all organs of the state have to give full effect to the bill of rights. It is the responsibility of JLOS through legislation, management, dissemination of knowledge, information and other means to counteract abuses of human rights. JLOS is intensifying the task of making institutions aware of their responsibility for ensuring that human rights are not abused, and of increasing understanding of what the national and international obligations mean. JLOS is pursuing capacity development and role clarification to ensure that respect for, and awareness of human rights is seen as an attitude in the ordinary operation of their functions not as an added on. At the same time, management measures to address gender equality; nondiscrimination; rights of children, women and persons living with HIV/AIDS, persons living with disabilities among others have been prioritised.

The sector through its anti-corruption strategy is mainstreaming accountability and the National Policy on Zero Tolerance to Corruption in management of public services. This is both institutional and individual accountability.

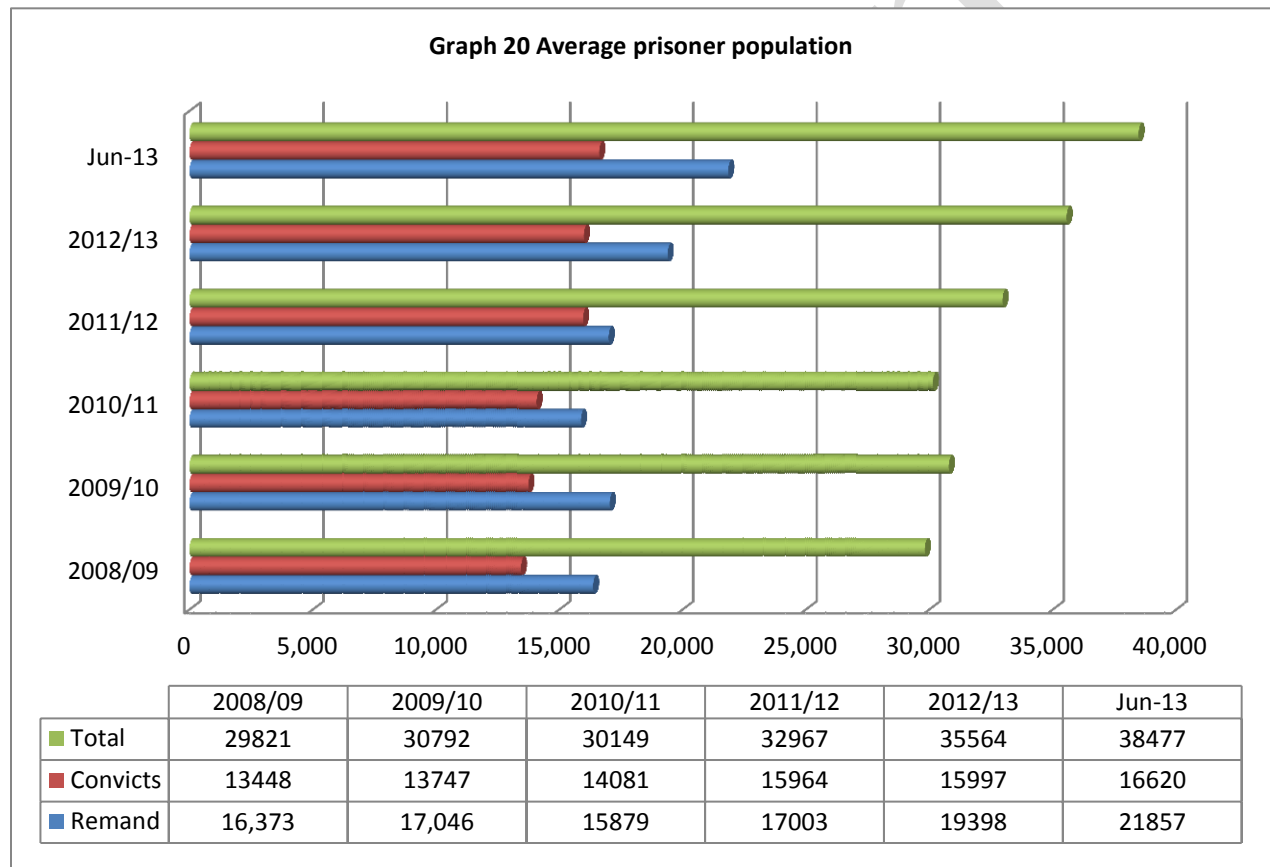
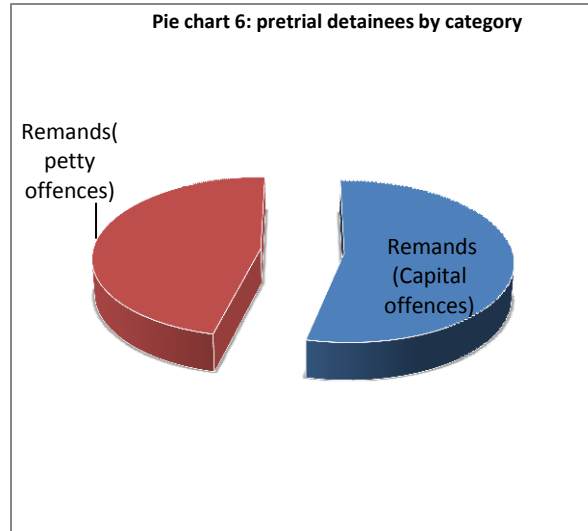
In the reporting period at outcome level, the average time to dispose of human rights complaints remained 24 months in line with the set target. This requires innovative ways by UHRC to improve case disposal and assure public confidence. The disposal rate of registered human rights complaints stood at 29.6% compared to 22.3% in 2011. Although this shows an improvement we need to note that complaints registered reduced by about 40%. The UHRC should be supported to deal with the growing case backlog and improve on disposal rate of cases.

The Law Council registered a 36.5% disposal rate of cases. This has far reaching implications on lead times due to the ever increasing backlog.

The sector SWAP fund received a clean audit opinion compared to the previous year when the fund accounts were qualified on account of low absorption and comingling of funds. These were addressed and the results were positive.

The sector maintained a high level of disposal of corruption related cases by the anti-corruption court. In the period under review 360 cases were disposed of compared to 376 cases registered. This resulted into a disposal rate of 95.7% of registered cases and a 52.6% disposal rate when the 264 cases that remained pending in 2011/12 are also considered in the total caseload. The performance of the court is commendable and the judiciary is encouraged to expeditiously dispose of the constitutional petition regarding the anti-corruption court establishment to ensure that the gains registered are not reversed.

According to UBOS, the current estimated national population is 34.5 million. Given the June 2013 prison population which stands at 38,477 the incarceration rate for Uganda is now at 112 per 100,000 *Ugandans*. This is the 3rd highest incarceration rates in the region as compared to other countries like Rwanda at 492 per 100,000; Kenya at 121 per 100,000, Tanzania at 78 per 100,000; Burundi at 72 per 100,000; South Sudan at 65 per 100,000. In the reporting period the average remand to convict ratio stood at 54.5% remands and 45% convicts with 0.5% debtors. This was a decline compared to 2011/12

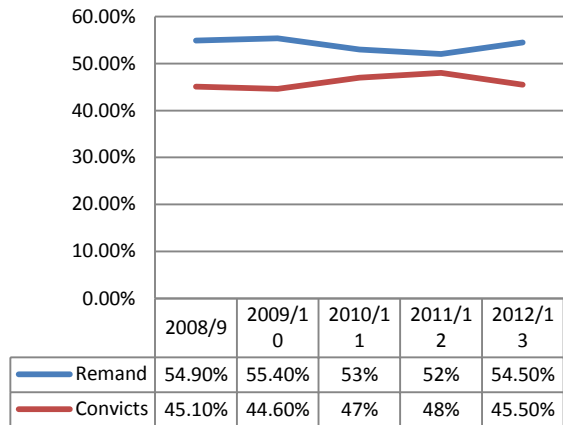


when the number of pretrial detainees stood at 52%. One should however note that the majority of the pretrial detainees in the prison are charged with capital offences at 53.7% and 46.3% for petty offences. By June 30th 2013 48.5% of the capital remands had been committed to the High Court for trial while 41.3% were *on mention*. However there is no mandatory or specific time an inmate should spend on committal. This therefore has increased the number of inmates in custody leading to congestion. In addition, resources that should have been spent on fully

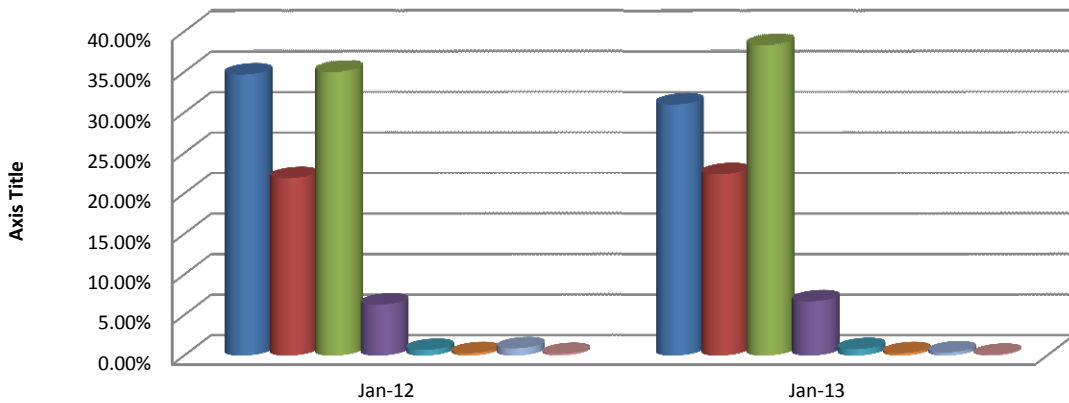
rehabilitating and maintaining convicts as they serve their sentences are distributed to remand inmates too.

Most capital remands are facing defilement charges at 38.3% (42.4% are aggravated defilement) 31% are on murder charges, 22.4% on robbery (81% were aggravated robberies) 6.7% are charged with rape. It should be noted that 55.7% of inmates charged with murder are committed to the High Court as compared to 46.1% of defilement cases. The biggest challenge in the reporting period was the limited number of Judges to handle the huge number of inmates committed for trial. We hope that with the recent appointment of judges we are likely to record better results in the near future.

Graph 21: proportion of pre-trial detainees in prison in uganda



Graph 22: Analysis remands on capital offences



	Jun-12	Jun-13
■ Murder	34.70%	31.00%
■ Robbery	21.90%	22.40%
■ Defilement	35%	38.30%
■ Rape	6.30%	6.70%
■ Kidnap	0.70%	0.80%
■ Manslaughter	0.30%	0.30%
■ Treason	0.90%	0.40%
■ Terrorism	0.20%	0.10%

3.1. Human Rights observance in JLOS institutions promoted:

The Government of Uganda is committed to protect and promote human rights. Consequently, it is the responsibility of JLOS through legislation, management, dissemination of knowledge, information and other means to promote the respect and observance of human rights.

Table 17: Performance against outcome indicators

Indicator	Responsibility	Baseline 2010/11	Target 2012/13	Performance 2012/13
Number of police regions with functional Human Rights Desk	Inspectors Forum	00	1	5
Proportion of prisons units with functional Human Rights Committees	UPS UHRC	77.5%	77.5%	95%
Proportion of prison units that have eliminated the bucket system in prisons	UPS	40.8%	46%	42.6%
Annual count of estates of deceased persons managed by the Administrator General (AG) and wound up	MOJCA	6	10	200
Increase in holding capacity of prisons	UPS	14,421	6%	3.3%
Annual count of cases of human rights violations disposed by tribunals	UHRC	266	270	182
Proportion of cases of human rights violations disposed through mediation	UHRC	64%	66%	49%
Compliance with the 48hr rule	UHRC, Inspectors Forum	85%	85%	Awaits sector survey

The UPF established a Human Rights desk at the Police Headquarters that was upgraded to a directorate and deployed 5 Regional Human Rights Monitors in 5 police regions to address what was always reported in the annual UHRC reports. With the approval of the Ministry of Public Service, UPF elevated the legal affairs desk into a full-fledged Human Rights and Legal Affairs Directorate, headed by an Acting Commissioner of Police and supported by a senior police officer. Among other things, the Directorate will receive reports directly from the field, document, analyze, recommend appropriate actions and follow up on actions taken at the field level or unit level. All these functions especially follow up were either lacking or very weak. Not only does this signal the importance of human rights and internal accountability to the UPF and the sector as a whole but also the positive response by the UPF/sector to receive, record, report, monitor, analyze and follow up human rights breaches in its ranks. However, the Directorate does have some capacity challenges which include low capacity and space for the deployed monitors.

To address public concerns about privacy especially when victims of sexual based violence are being interviewed, Police with support of the EU DGAP programme piloted the establishment of 7 privacy rooms (uniports) for SGBV victims in the districts of Jinja, Mbale, Masaka, Mbarara and Gulu, Arua and Katwe. The program is expected to roll to other areas with funds permitting. This is envisaged to reduce trauma to victims of sexual based violence.

The Police also trained 200 former LAPS and SPCs in the Kyoga region on the protection of rights of suspects while in police custody and also trained 20 regional TOTs on the Prohibition and Prevention of Torture Act with support from the UK. This is to prepare personnel on the requirement of the Act to be accountable of their actions and not government as was the case.

Thirty Ambulances and 10 minibuses were procured and distributed upcountry to carry the injured as well suspects charged with serious crime as opposed to their transportation under the seats. This is amplified in the 2012 UHRC Annual Report, where complaints against JLOS institutions and particularly UPF reduced by over 24% from 457 to 346.

Emergency response centres that included deployment of an ambulance, traffic vehicles and an integrated highway patrol were established in 17 centres namely; Buwama, Masaka, Mbarara, Kabarole, Gulu, Lugazi, Arua, Mityana, Luweero, Mbale, Katakwi, FFU Headquarters, Katwe, Jinja Road, Kawempe, Firebase and 3 ambulances for Nsambya police clinic.

Since 2010 to date the Professional Standards Units (PSU) has registered 7,048 cases of complaints against the Police. The five major complaints registered are mismanagement of cases, misconduct, corruption, unlawful arrests and or over detention. In total 4,005 cases have been concluded while 3,043 are still pending. So far 359 cases have been referred to the criminal courts and 638 to disciplinary courts of the Police. The table below shows the position of cases referred for disciplinary court

Table 18: performance of the PSU

Years	Under Investigations	Pending Plea	Hearing	Conviction	Caution	Dismissal	Acquittal
2010	77	33	15	7	-	-	-
2011	132	28	24	12	13	3	6
2012	162	54	43	32	60	10	13
	371	115	82	51	73	13	19

Table 19: Cases referred to criminal courts

Years	DDP	Mention	Hearing	Def	Ruling	Acq	Conv	Diss	W/D	W/A	CID	Total
2010	10	3	5	3	1	-	1	-	-	1		24
2011	85	37	31	-	-	1	7	11	21	9	89	291
2012	11	8	4	-	-	2	3	-	-	-	16	44
	106	48	40	3	1	3	11	11	21	10	105	359

In a bid to enforce compliance to the 48 hour rule, the UHRC monitored 597 places of detention the majority 336 (56.3%) of which were police posts. Others included 127 (21.3%) police stations, 117 (19.6%) prisons and 14 (2.3%) military detentions. It was realized that compliance to the 48hour rule is still a challenge due to a number of factors. Some of these include the limited capacity to investigate, the absence of critical ancillary services such as medical examinations, corruption, apathy and community attitudes to remedial measures such as police bond. However, in order to ensure compliance with this rule, the Uganda Police Force has developed software for profiling suspects which is being piloted in 20 police stations and divisions. These stations include the 17 Divisions of Kampala Metropolitan and Wakiso, Luwero and Entebbe. The system will allow division police management to monitor movement of

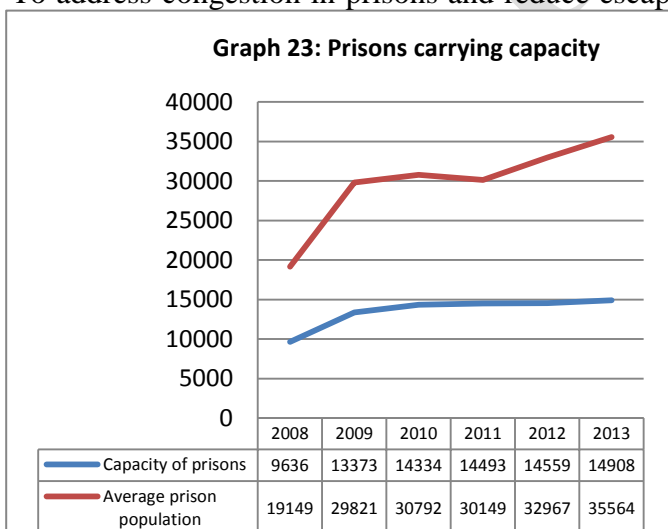
suspects and the offence committed; in addition, the IGP has instituted a team to undertake research on corruption following the various reports from Human Rights bodies. These among other interventions resulted into a 24.2% reduction in complaints of human rights violations against the police.

In the Uganda Prisons Services (UPS) 95% (221) of the prisons have functional human rights committees out of 233 prison units. It is expected that in the FY 2013/14 UPS shall have 100% coverage of human rights committees. This reflects a 10 percentage point increase in prison units with human rights committees. A daily average of 35,565 prisoners looked after in the reporting period. They were provided with 3 meals a day, medical care, and basic necessities of life. Sanitation items like bar soap, liquid soap and sanitary pads were provided to all female prisoners; 148 babies staying with their mothers in prison were provided with welfare support; a daily average of 1,090 inmates delivered to 213 courts spread country wide

Sensitization visits were made to all CAOs on eligibility criteria for nominating visiting justices and the role of visiting justices in prisons. Appointment of visiting justices awaits final lists of nominees from the districts. These are supposed to complement the role of the executive in enforcing standards. Also the prisons complaints management systems was strengthened by introducing toll free lines which were published to all districts; all complaints raised were managed and handled accordingly. Equally, 297 former LAP staff trained in Human rights and human rights postures distributed in prisons to sensitize inmates of their rights. This has improved human rights observance in the service.

In the reporting period 06 staff were internally punished for violating prisoners' rights (assaulting prisoners). The punishments were mainly in form of fines.

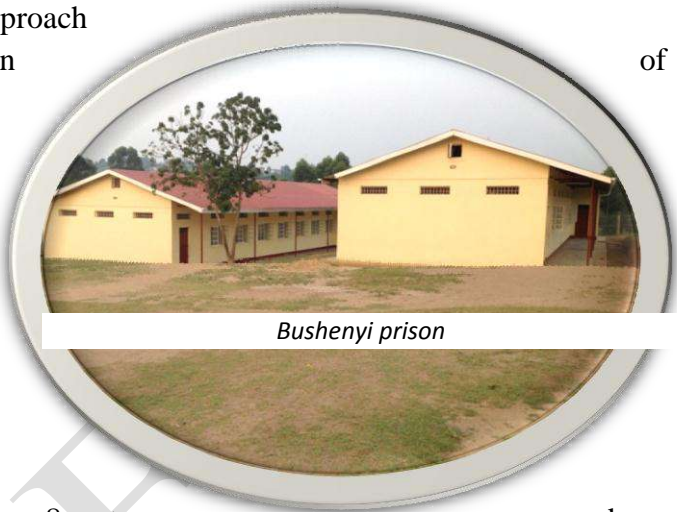
To address congestion in prisons and reduce escape rates the sector completed the Construction



of two wards, chain-linked and wall fencing, new lagoon and 4 watch towers at Bushenyi prison, one new ward, renovation of the old prison, chain-linked fencing and septic tank at patongo prison, perimeter fencing and internal partitioning of the Prison wards at Murchison bay and overhauled the sewerage system of Lira prison, construction of 4 block of toilets in staff quarters. Also construction of one ward, Chain-linked fencing and new septic tank were completed at Dokolo. Other ongoing construction include Moroto phase

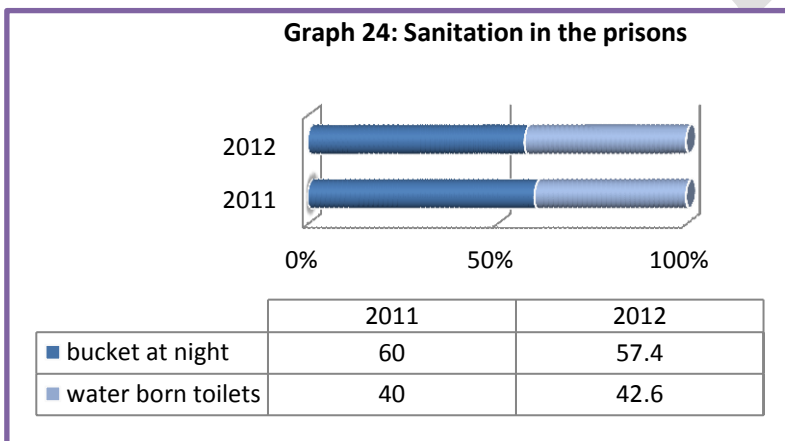
II, Nebbi, Kapchorwa, Rwimi prisons. The process of renovating Gulu and Mbarara prisons is ongoing. At Gulu Prison, renovation works at the wards and Administration block are ongoing. Removal of the roof tiles and demolition of the block completed. At Mbarara, renovation of the

three blocks of staff houses is ongoing with all demolitions done, ring beam done and construction up to the wall plate. In the reporting period, UPS holding capacity increased by 4.5% from 14559 to 14908 inmates. However the average prison population grew by 7% from 32967 to 35564 inmates. This resulted into an increase in occupancy rates from 226% to 238.5% on average. It must be noted that by June 30th 2013 the prison population soared to 38477 inmates resulting increased occupancy rates of 258%. This calls for a multipronged approach involving all institutions involved in the chain of justice. The sector is also exploring other alternatives such as review of trial procedure, as well as fast tracking disposal of cases. Considerable effort was also placed on community service with over 8,541 community service orders issued in the reporting period. Plea bargaining is one of the options being studied as well as other alternatives to imprisonment.



Bushenyi prison

To reduce the prevalence of the bucket system, 8 water



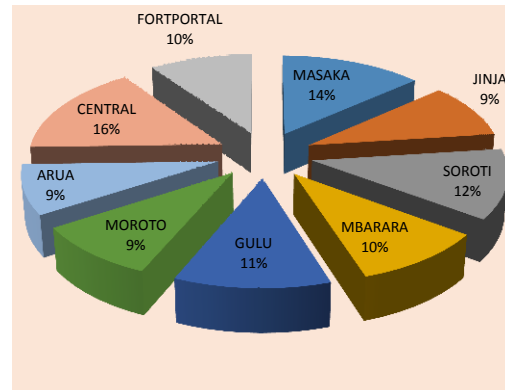
born
and Moyo prisons. Under the 10th EDF, also construction of Tororo and Lira prisons water and sanitation systems was completed handed over. Construction works for the water and sanitation in 20 prisons is at finishing stage. Upon completion of ongoing constructions, the prisons with the bucket system will be reduced by 13.5% from 148 to 128 prison units.

The sector recorded a reduction in escape rate from 9.5 per 1000 held offenders to 8.4/1000 held offenders; increased in prisons holding capacity by 654, reduction in recidivism from 26.8% to 26.7%; reduced mortality from 1.5/1000 held offenders to 1/1000 offenders.

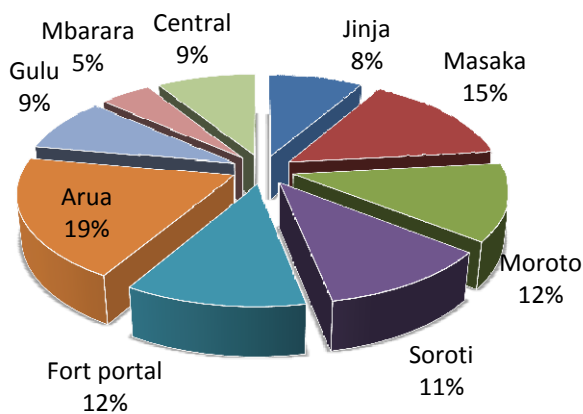
Human rights complaints against the prison service registered by UHRC dropped by 15% compared to 2011.

The Uganda Human Rights Commission registered a total of 613 new complaints of alleged human rights violations. This represents a reduction of 31.5% from 895 new complaints registered in FY 2011/12. This drop was due to a number of interventions by institutions among which are the training of police officers by various stakeholders and enactment of the Prohibition and Prevention of Torture Act, 2012. Of the new complaints in FY 2012/13, a total 458 (75%) complaints were registered by males and 168 (25%) by females. The majority of the complaints were registered from Central regional office with 96 (15.7%) followed by Masaka regional office with 83 (13.5%). Arua regional offices registered the lowest

Pie Chart 7 Proportion of Human rights complaints registered by region



pie chart 8: % cases investigated

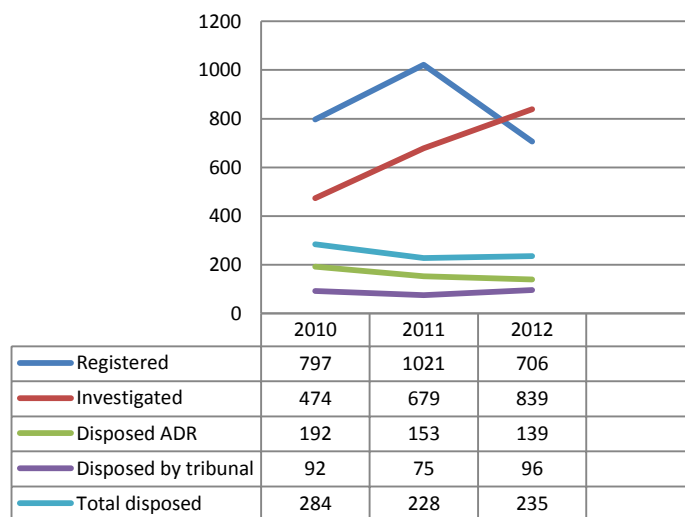


incidences of alleged human rights violations with 53 counts representing 8.6% of all the total registered complaints as presented in the figure below.

At the end of the financial year, 2,293 files were under investigation of which 767 (33.4%) were fully investigated and ready for further action including tribunal proceedings. In the financial year 2011/12, a total of 566 complaints were fully investigated hence an increase of 36%.

This was partly attributed to the new approach that the Central regional office employed of mobilizing vehicles and staff from the headquarters to join the team at the regional office to conduct investigations. Therefore, overall majority (27%) of the complaints that were fully investigated were from the Central regional office because of this affirmative action to clear a long standing backlog. Overall, 33.4% of all complaints were fully investigated leaving a backlog of 1,526 cases that were partially investigated. It is important to note that due to

Graph 25 UHRC Performance



concerted efforts of the sector through mainstreaming human rights observance the number of complaints reduced drastically.

Complaints against the police reduced by over 24% in the reporting period, this also attributed to the enactment of law on torture as well as human rights training in the Uganda Police Force targeting lower ranks in the police. Most cases registered were from the central region, while the highest proportion of cases investigated was from Arua which had the least number of registered cases.

The tribunal disposed 96 matters out of those, 63 were dismissed, and 16 were amicably settled. Also 139 cases were resolved through mediation and ADR bring the total number of cases disposed by the UHRC to 235. The sector therefore registered a 3% increase in complaints disposed. There was a 24% increase in cases disposed by the tribunals. The challenge was the decline in use of mediation by 10.2% from 153 complaints resolved to 139 complaints resolved.

In an effort to fast track investigation and disposal of cases, UHRC has trained its legal officers, investigations officers and process servers. This training was aimed at enhancing the capacity of the staff to improve complaints handling in the commission, build capacity of investigators, process servers and legal officers and share best practices. Overall the commission disposal rate of registered cases stood at 29.6% compared to 22.3% in 2011. Though this may seem an improvement in nominal terms the commission is urged to explore more innovative ways of disposing the growing backlog of cases. Continued delay to dispose cases is an injustice to the vulnerable people who go to UHRC to seek redress.

Table 20: Performance of the UHRC

Year	Registered	Investigated	Disposed ADR	Disposed tribunal	by	Total disposed
2012	706	839	139	96		235
2011	1021	679	153	75		228
2010	797	474	192	92		284

As part of improving the welfare of both the warders and the prisoners, the UPS had expanded the duty free shop to Gulu and Mbarara. A total of 217 staff benefited from the duty free shop items bringing the cumulative number to 994 while prisons SACCO membership increased to 5,777 members



Luzira UPS staff Low cost houses and Bundibugyo Police barracks

The sector also continued to provide staff accommodation to entitled staff in police and prisons. In the reporting period 32 low cost staff housing units at Luzira prison was completed and commissioned and other low cost houses are under construction at Mbarara, and Nakasongola. Construction of Police Barracks in Bundibugyo that had stalled for a long time was completed and occupied at the time the new justice centre was launched.

Using the hydro form technology, UPF constructed 6 blocks of staff houses comprising 8 units each in Awach, Maracha and Kibuku; and its undertaking renovation of Arua barracks under PRDP programme.

The UHRC is in the process of developing the National Action Plan on Human Rights together with the Ministry of Foreign Affairs, Ministry of Justice and Constitutional Affairs and other stakeholders with support from UN office of the High Commissioner for Human Rights and DGF.

3.2. External JLOS accountability promoted

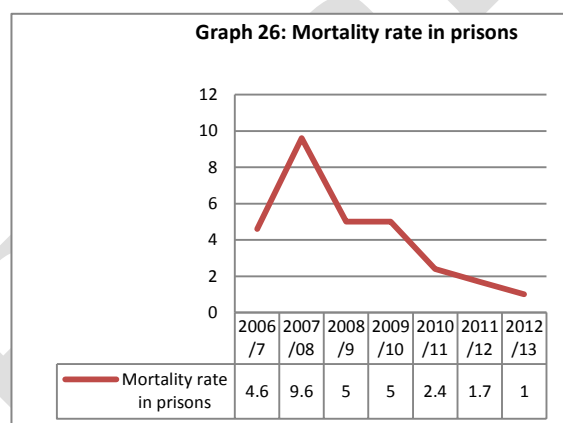
The Sector is devising mechanisms to promote institutional independence and minimize extra – legal interference; reviewing developing and publicising harmonized transparent, fair, efficient and non-costly institutional and individual accountability mechanisms for violations of human rights norms; setting procedures and practices; making public information related to institutional policies, rules and procedures; operational and budgetary information; and developing sector wide communication strategy. In the reporting period complaints against JLOS institutions reduced far beyond the expected targets. In the UPF the complaints reduced by 24.2% while against the UPS and the Judiciary complaints of human rights violations reduced by 15% and 81% respectively.

Investments in healthcare services, sanitation, and expansion of holding capacity as well as the creation of health committees resulted in a decline of mortality rates from 2.4 deaths for every 1000 inmates in 2010/11 to 1/1000 in the reporting period as illustrated in the table below

Table 21: Performance against external accountability targets

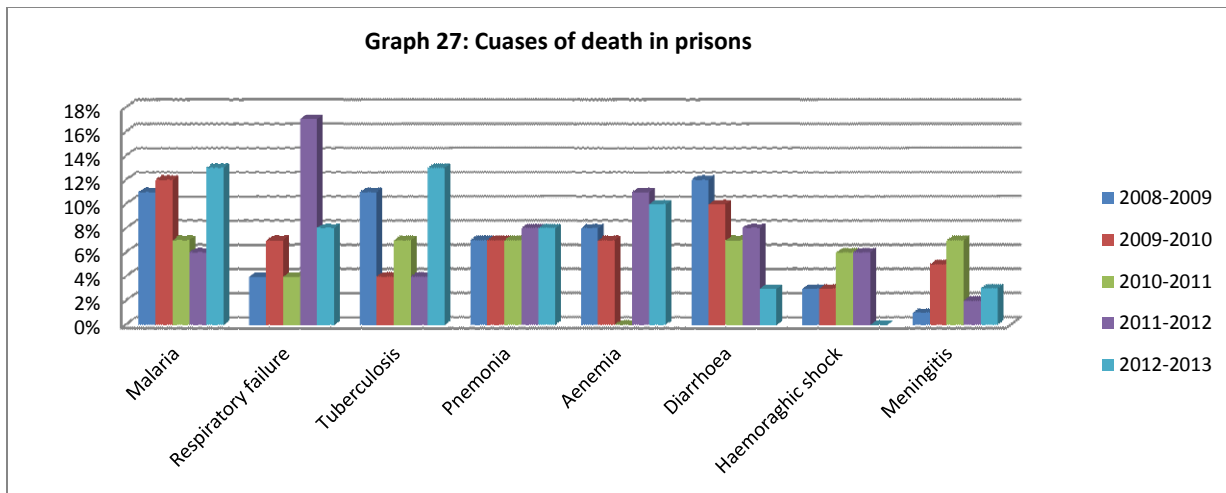
Indicator	Responsibility	Baseline 2010/11	Target 2012/13	Performance 2012/13
Mortality rate in places of detention (per 1000)	UPS	2.4	2.4	1
Reduction in complaints of human rights violations against the police	UPF	457	10%	24.2%
Reduction in complaints of human rights violations against the Prisons	UPS	40	10%	15%

Efforts to improve the health of prison staff and inmates have also been embarked on. A total of 547 staff with HIV were supported with nutritional supplements; and 5,195 in-patients and 149,382 outpatients were treated. Two clinical laboratories were constructed in the 10th EDF in Ruimi and Jinja main and medical equipment for Murchison Bay hospital was maintained. In addition, the disease surveillance mechanism is available at 60 prison health units. Resultantly, mortality rate reduced to 1/100 inmates from 1.5/100 in FY 2011/2012 as presented in the table below. The general prevalence of HIV in prisons is 11.2%, lower in the males (11%) and higher in females (13.2%).

**Table 22: HIV prevalence in prisons disaggregated by region and sex;**

Region	Population	Male	Female	Total	%age
Northern	3,624	240	84	324	9%
Kampala Extra	7,997	1,438	617	2,055	26%
N/Western	1,584	82	7	89	6%
S/Eastern	3,012	178	8	186	6%
Southern	2,053	159	20	179	9%
Western	3,005	268	4	272	9%
Mid-Western	2,198	115	7	122	6%
S/Western	5,155	170	11	181	4%
Mid-Eastern	1,426	33	2	35	2%
Total	30,054	2,683	760	3,443	11%

It has been noted that Kampala Extra has the largest proportion of inmates with HIV/AIDS. Despite these trends, HIV/AIDS treatment and prevention services in the prisons are still below national standards. However, for FY 2013/14, shs.447.8 million has been earmarked for HIV/AIDS patients for medical supplies and food for patients. The major causes of morbidity among prisoners are cough/cold, malaria, acute diarrhea, skin diseases and intestinal worms while the major cause of mortality among prisoners is TB.

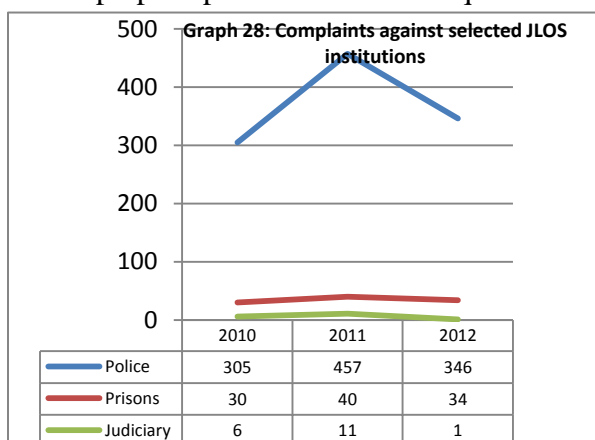


A daily average of 35,565 were prisoners looked after, i.e. provided with meals, medical care, and basic necessities of life, throughout the financial year. A total 10,120 prisoners dressed with a pair of uniform each and female prisoners were looked after in regard to sanitation, breastfeeding and pregnant mothers’ care. In addition, 148 babies staying with their mothers in prison were provided with welfare support.

UHRC also trained a total of 515 security officers. The officers were trained on the concept of human rights, rights of a suspect right from arrest, while in transit and detention, treatment of juvenile offenders, freedom from torture and the criminalization of torture in accordance with Prevention and Prohibition of Torture Acts, 2012, and demand for integrity and code of ethics for police officers.

The Uganda Police Force trained 200 former LAPS and SPCs in the Kyoga region on the protection of rights of suspects while in police custody and also trained 20 regional TOTs on the Anti-torture Act with support from the UK. This is to prepare personnel on the requirement of the Act to be accountable of their actions and not government as was the case. The UPF also trained officers in public order management to reduce human rights violations.

The Uganda Prisons Services (UPS) trained 297 former LAPS on the concept of Human Rights, over all, cumulatively a total of 900 LAPS have been trained in this concept. In addition, the Law Development Centre has started a post graduate diploma on Human Rights. Presently, there are 22 students from various institutions of Government.



Judiciary is promoting external accountability through development of a Performance Enhancement mechanism. The Judicial Officers are expected to be evaluated by the public they serve once this tool is implemented. Development of the tool is ongoing and this will enhance both individual as well as institutional accountability.

The Judicial Code of Conduct is currently under review and a separate Code of Conduct for non-Judicial officers is being drafted. As part of implementation of anti-corruption measures, the Judiciary has developed an Anti-corruption Strategy Implementation Plan which is awaiting printing. This shall enable close monitoring and evaluation of activities in the Anti-corruption Strategy. The Sector, in a bid to implement the Communication Strategy, carried out a number of activities. Sensitization materials on various justice, law and order themes were produced and disseminated. The UHRC, in the reporting period, conducted 39 human rights barazas across the country in which a total of 5841 people were sensitized on different human rights themes, 41.6% of these were female participants. The Judicial Service Commission



held 41 Radio Talk shows; produced and run spot messages on local radio stations in Fort Portal, Masindi, Kasese, Moroto, Kisoro and Moyo. In the reporting period 1,459 copies of the Citizens Handbooks were printed in English, 949 copies in Luo, 1,247 copies in Luganda, 400 in Runyakitara, 400 in Ateso and 400 in Nga'Karimojong. Sub county civic education programmes were held in Kiruhura and Mityana district, and district level programmes were held in Kalangala, Rakai, Katakwi and Serere. Also 4 prison inmate workshops were conducted in Bushenyi, Kabale, Jinja and Tororo Government Prisons. Different topics ranging from children's' rights, the constitution, human rights, prevention and prohibition of Torture Acts 2012 were discussed during these sessions. Issues identified through these campaigns included continued demand by police officers at outposts and stations for payment of police bond, long periods taken by the government to honour awards to victims of human rights violation, overstay of inmates on remand in prisons among others.

To stimulate demand for service delivery; mark Uganda's fifty years of independence and in the customary commemoration of the annual rule of law day inaugurated by the Uganda Law Society, the legal fraternity together with their partners Konrad Adenauer Stiftung and Justice, Law and Order Sector organised a conference to reflect and take stock of the developments of the rule of law over the past 50 years. Organized under the theme "The Rule of Law in Uganda: 50 years after Independence", the conference provided an opportunity for candid discussion of the past, present and options for the future. The conference was attended by over 300 participants from across the country from both state and non-state fields of the legal fraternity. The ULS also

held four separate radio talk shows in the four regions of the country and hosted a high level stakeholder's breakfast meeting where select representatives from Government and the Civil Society were brought together to a closed roundtable dialogue. The focus of this meeting was on operationalization of the newly enacted Prohibition and Prevention of Torture Act of 2012.

In the reporting period the number of JLOS institutions with Client Charters increased to 11 out of 17 including MIA, DPP, JSC, UPF, MoJCA, UHRC, DCIC, ULS, TAT and Local Government and Judiciary. These are social contracts between the JLOS institutions and the recipients of their services. However, there remains a need for all institutions to popularise simplify, translate and disseminate the charters. In the same vein, there are a few institutions with user committees; among these are Judiciary (with user committees for land, family, commercial, anti-corruption), TAT, URSB, and MoJCA (civil litigation directorate).

To promote policy of zero tolerance to corruption, the Anti-Corruption Court disposed 360 cases against 376 cases registered in the reporting period translating into a 95.7% disposal rate of registered cases and a 57% total disposal rate with a total case load of 632 cases over the reporting period. The Judiciary further procured a vehicle, Library equipment and books for the Anti-corruption Division in order to strengthen its operations. Additionally, a joint Action Plan between DPP and CID on handling corruption cases is under preparation.

The Attorney General won 28 civil cases thus saving Government UGX 3.3 trillion and US \$ 3,949,920. The savings were from Heritage Oil and Gas Ltd Vs the Republic of Uganda, Pro-Bio diversity Uganda Vs Attorney General, Saline Constructors SPA Vs Attorney General.

The Ministry has a core function of regulating the Legal profession including disciplining of errant lawyers. Over the last four financial years the Law Council has experienced growing backlog of disciplinary cases. In period under review the Law Council registered 197 cases, concluded 72 disciplinary cases against errant lawyers in 36 Sittings leading to the cancellation of 6 lawyers practicing certificates. The Ministry also inspected 697 Chambers and Law firms as well as 15 Legal Service providers. Availability of funds in time made it possible to inspect Advocates' chambers to ensure compliance to the law.

A survey was carried out by ULS in Eastern, Western, and Northern Uganda in a bid to establish the causes of degeneration of ethics and integrity within the legal profession. Initial findings indicated and recommended the following: -

- a. The legal profession has been over liberalized and any applicant regardless of whether or not they have had training of core subjects in high school are admitted, having obtained two principal passes. It was agreed that Literature in English and History should remain key for admission to study Law at University;

- b. Quack lawyers have greatly increased as a result of the high LDC failures rates. These lawyers, after failing to finish the Bar Course sneak into towns and open up their doors to unsuspecting members of the public. Furthermore, many law clerks continue to hold out as advocates that further negatively impacts on the profession. There is need for on spot visits to curb on quack lawyers;
- c. There is need for public sensitization on the role of counsel as well as development of a professional code of conduct;
- d. Corruption is rampant amongst the lower bench. There is need to find ways of strategically working with the bench to improve on the administration of justice by curding corruption;
- e. Some of the newly recruited magistrates do not appreciate the law, need for consistent capacity building following recruitment of magistrates;
- f. The Law Council’s operation and handling of complaints against advocates needs to be speeded up;
- g. There is need for review of the Legal Training Curriculum.

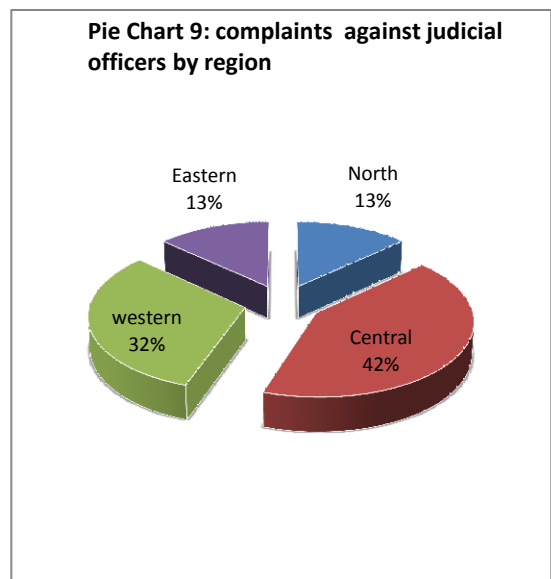
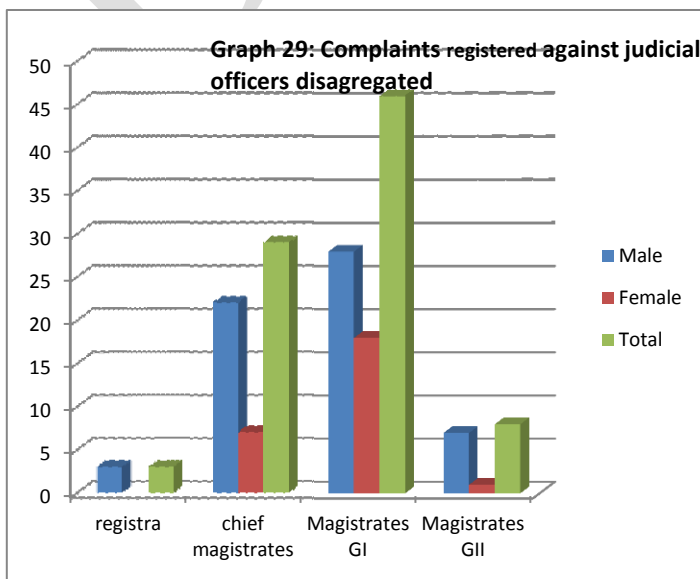
The JSC registered 215 disciplinary cases against judicial officers, conducted 131 investigations, and concluded 124 cases. This reflects a 57.6% disposal rate of registered cases and a 13.6% total disposal rate of cases when the 697 cases that were pending in 2011/12 are considered. As results 6 judicial officers were dismissed including two chief magistrates, 3 grade one magistrates and a grade II magistrate. While 2 other grade II magistrates were retired in public interest and two were reprimanded severely. This is in line with the sector commitment to fight the vice even where its own staff are involved.

Table 22. Disposal rate of cases by JSC

Output Indicator	Responsibility	Baseline 2010/11	Target 2012/13	performance 2012/13
Proportion of complaints against judicial officers disposed of compared to registered	JSC	12%	20%	57.6%

It should be noted that majority of the complaints (88 out of 109) were male. Majority of the respondents were magistrates (46), chief magistrates (29) and magistrates grade II (8) while 3 were against Registrars.

The JSC in particular and the sector in general should work out modalities to fast track the cases



The commission is also automating its Public Complaints System. When finalised, this system shall help in expediting the process of disposing disciplinary cases against Judicial Officers by the JSC. In the same vein,

The Executions and Bailiffs Division had a disposal rate of 30.5% with 1,359 cases disposed out of the total case load of 4,459 cases. This Division's operations have been hampered by external interferences.

As part of the efforts to promote external accountability measures, the UPF printed complainant forms that are available at all police stations. In the year 2012, the Professional Standards Units (PSU) of the UPF handled 2,709 cases; completed 1,746 of them and 44 of them were taken to court. Kampala Metropolitan registered more cases with over 50% of all cases while Masaka had the least.

Table 23: Performance of PSU

Years	Under Investigations	Pending Plea	Hearing	Conviction	Cautions	Dismissal	Acquittal
2010	77	33	15	7	-	-	-
2011	132	28	24	12	13	3	6
2012	162	54	43	32	60	10	13
Total	371	115	82	51	73	13	19

The five major complaints that are most complained about are mismanagement of cases, misconduct, corruption, unlawful arrests and or over detention. In total 4,005 cases have been concluded while 3,043 are still pending. So far 359 cases have been referred to the criminal courts and 638 to disciplinary courts of the Police. The table below shows the position of cases referred for disciplinary committee.

Table 24: Cases referred to criminal courts

Years	DPP	Mention	Hearing	Def	Ruling	Acquittal	Conviction	Dismissal	W/D	W/A	CID	Total
2010	10	3	5	3	1	-	1	-	-	1	-	24
2011	85	37	31	-	-	1	7	11	21	9	89	291
2012	11	8	4	-	-	2	3	-	-	-	16	44

3.3. JLOS Internal accountability promoted

The sector made efforts to provide for internal dissemination of institutional policies, rules and procedures; systems of enforcement of discipline and individual accountability; support to internal complaints handling mechanisms; investigation of individual cases of misconduct; as well as institutional Peer Review Mechanisms in human rights observance and accountability.

Also of great importance were the reviewing and strengthening of financial management strategies and conducting audits of institutional performance as a whole, with a view of rooting out systemic misconduct and corruption and to render institutional performance more transparent.

Judiciary, with support from DANIDA and the JLOS, is promoting internal accountability through development of a Performance Enhancement Mechanism. This tool will be ICT based in which the Appraiser and Appraisee conclude business via the web. This will, among others, provide real time information on the performance of the Judicial Officers. Similar efforts are underway in the UPF where there was a review of performance standards were reviewed and new ones are being developed for the new Financial Year.

In order to strengthen complaints receipt and handling system in the sector, the DPP procured 65 complaints' boxes and is in the process of installing them. The JSC also procured 20 suggestion boxes and installed them across the country. These boxes serve as interfaces between the public and the sector.

In addition, a number of institutions strengthened their internal accountability mechanisms through training. The DPP carried out Performance Appraisal Training for their officers at Headquarters, Mid-western and Eastern region. The Judiciary



Participants at the launch of the Judiciary Gender strategy

carried out an induction course for support staff who had not been inducted on recruitment. It is expected that these efforts will improve the service delivery of institutions.

Gender Issues: In line with the national objective of mainstreaming gender issues in Government business, the sector has had a number of interventions.

MoJCA, through its department of First Parliamentary Council (FPC) in collaboration with the office of the High Commissioner for Human Rights in Uganda with UN Joint programme on Gender Equality is developing a Gender mainstreaming Checklist for purposes of integrating gender principles and standards in Drafting Legislation.

The Judiciary has also contributed towards elimination of bias and discrimination in access to Justice by the vulnerable through development of the Gender Policy. The Policy was launched in May 2013. This policy aims at providing a framework for gender mainstreaming and addressing key gender obstacles to court users.

HIV/AIDS: A number of institutions have made efforts to support HIV/AIDS initiatives. The Ministry of Justice together with Uganda Law Reform Commission are in the advanced stages of preparing the HIV and AIDS prevention and control Bill, 2010. The Judicial Service Commission and the Law Reform Commission launched the HIV/AIDS workplace policy. The Judiciary also recognises the need to mitigate the effects of HIV/AIDS at the workplace and as a result, Ushs. 5,000,000 is provided on a monthly basis to assist those infected with the virus. Sensitisations on preventive practices are also conducted and an HIV/AIDS strategy has been developed by the personnel division of the Judiciary to guide all the above initiatives.

Government Analytical Laboratory staff members were vaccinated against Hepatitis B and the directorate developed guidelines for the HIV/AIDS work based policy.

3.4. Anti-Corruption measures in JLOS adopted and implemented

JLOS is strengthening measures to reduce incidences of corruption within the sector. In this regard, it is implementing the JLOS Anti-Corruption Strategy aligned to the National Anti-corruption strategy and the Public Sector Reform initiatives including open government and access to information. The JLOS Anti-Corruption strategy strives to enhance the sector capacity to prevent corruption; to strengthen the detection, investigation and adjudication of corruption cases and to promote and enforce effective mechanisms for punishment of those found culpable.

To implement the JLOS anti-corruption strategy, the Judiciary developed an Anti-corruption Strategy Implementation Plan which is awaiting printing. This shall enable close monitoring and evaluation of the Anti-corruption Strategy. Sensitization materials against corruption have also been produced but await dissemination. The Judiciary further procured a vehicle, Library equipment and books for the Anti-corruption Division in order to strengthen their operations.

This shall enable close monitoring and evaluation of activities in the Anti-corruption Strategy.

The DPP held anti-corruption barazas in Tororo, Jinja, Mbale and Iganga districts. Equally, a needs assessment workshop on corruption & white color crime prosecution was held. A report was produced and implementation of the workshop recommendations is on course. Copies of Anti-corruption and cyber law books were procured and disseminated; A Joint Action Plan for prosecution of corruption cases was developed by DPP to guide institutions handling corruption cases. Further still, prosecution led investigations were carried out on 106 cases out of which 22 were prosecuted and 76 case files perused. 63 Global Funds Cases were investigated and 5 prosecuted; and 43 NAADS cases were investigated.

The ULRC printed the Simplified Anti-Corruption Act and it is ready for dissemination.

As a result of consistent poor performance in local and regional surveys, the UPF's response has been to appoint two teams to probe corruption within the Police ranks in order to (1) analyze the root, causes and the magnitude of the problem in the force and (2) to investigate, track, hunt down and trap both the police personnel involved in corrupt practices and the civilians who actually bribe the police. It is expected that the two pronged intervention will tackle the behavioural issue while at the same time peering into the systemic weaknesses that lead to corrupt tendencies. This will in turn help to find a more sustainable or durable solution and or mitigation into the problem.

3.5. Accountability in Transitional Justice promoted

The sector acknowledges that transitional justice is inspired by the recognition that human rights violations and abuses were committed and that there is need for accountability, and redress so as to reduce the incidence of violations/crime and put an end to impunity. The Constitution of Uganda which is a guiding framework for the implementation of transitional justice, recognises the right to redress under article 50 for human rights violations.

The sector has actualised this right through the development of a national transitional justice policy which recognises the right to a remedy in both formal and non formal justice systems; the Policy states that; *Reparations are integral to victim's re-integration in society. The paying of reparations for past human rights abuses and violations has long been a recognized principle of international law. The existing legal framework does not provide for the award of reparations to victims of crime. Similarly in traditional justice, justice is not done unless some form of compensation or reparation from perpetrators is received by the victim, their families or community members for the wrong.*

Accordingly, the policy recommends that; *Government shall establish and implement a reparations programme for victims affected by conflict. In doing this, Government shall consider interim, short term reparations.*

The implication is that, for the first time in the history of this great nation, a legal framework will be in place to guide Government interventional assistance to conflict affected persons, in order to avoid past mistakes where funds for the affected persons have been misappropriated.

The award of reparations will in turn increase the demand for justice services, foster peace, economic development, repair and rehabilitate the affected communities and build confidence in Government by the affected communities.

Reparations will be awarded by Courts of Law or through the other established non formal justice mechanisms. For example the International Crimes Division, on conviction of a war criminal may order him/her to pay reparations to the victim/s.

The Sector has enhanced access to information by victims/ witnesses on their rights in transitional justice through selective outreach programmes and capacity enhancement of the service providers.

It is expected that on the enactment of a transitional justice law, the sector will ensure the observance of human rights in all justice mechanisms in the implementation of transitional justice mechanisms.

The sector carried out consultations with key stakeholders within the sector, in other Government institutions and among civil society partners to foster consensus and ownership of the draft policy. The policy clearly calls for the removal of any blanket amnesty as a measure to curb impunity and foster accountability and in line with this, the sector advocated for the lapse of Part II of the Amnesty Act in accordance with section 16 of the Amnesty (Amendment) Act 2006. This was effected through a Statutory Instrument by the Minister of Internal Affairs. The question of Amnesty still however draws debate from all quarters. During the consensus building meetings, the question of Amnesty remained a key area of diversion and the meetings recommended further study and consideration of the nature and form of Amnesty to be adopted in the Transitional Justice Processes. In response to this and in line with the views from several quarters, the Minister of Internal Affairs issued a Statutory Instrument in March 2013 re-instating the blanket Amnesty. The entire Amnesty Act was also extended for a further two years, during which period comprehensive research and dialogue will be carried out to find a workable solution to the Amnesty question that addresses the real need to provide a window for those Ugandans remaining in captivity in the ranks of the LRA to return and to address the demands of the communities and victims for accountability for crimes committed during the conflict.

And in order to guide the implementation of reparations, the sector plans to conduct a study on a reparations programme and documentation of human rights violations and abuses in the affected communities so as to direct the programmes.

FINANCIAL PERFORMANCE 2012/13

This report provides information on the progress of the sector in terms of financial activity, key expenditure and commitments on construction, procurement and audit for FY 2012/13. The National Budget has increased over the periods to 10.323trillion in FY 2012/13. The JLOS MTEF ceiling over the years is as shown in table 24, 25, 26 and 27 below.

Table 24: JLOS MTEF Wage Ceiling growth (Billion.)

Institution	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	% Growth
MoJCA	3.230	3.230	3.360	3.189	3.189	3.996	25.0
MIA	2.250	2.250	2.620	1.053	1.295	1.490	15
Judiciary	12.550	14.090	14.190	13.746	15.316	15.316	0
UPF	63.510	80,410	94.030	122.730	142.880	142.88	0
UPS	19.600	19,600	20.540	23.460	25.779	29.530	15

DPP	3.010	3.400	3.570	4.129	4.129	4.690	14
ULRC	0.560	0.560	0.560	0.649	0.649	0.75	15
JSC	0.550	0.550	0.570	0.492	0.652	0.750	15
UHRC	1.830	1.880	1.880	1.796	2.145	2.47	15
LDC	-	-	-	-	-	2.849	
DCIC	-	-	-	-	1,857	2.140	15
URSB	-	-	-	-	-	1.944	
Total	107.090	125.970	141.320	171.244	175.987	206.861	16

The sector wage budget increased from 175bn to 206 billion with major allocations to UPF on account of the 550 cadets and over 5000 PPCs recruited. The rest of the JLOS institution performed at 15% of the wage allocations.

Table 25. JLOS MTEF Non-Wage Ceiling growth (Billion)

Institution	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	% Growth
MoJCA	4.570	4.57	4.610	2.032	65.127	20.375	-68
MIA	9.140	9.140	11.590	7.800	7.201	7.78	8
Judiciary	7.670	22.760	34.380	40.259	40.139	40.139	0
UPF	42.950	42.950	59.250	68.248	101.42	73.34	-27
UPS	18.440	18.440	22.440	29.686	29.116	31.45	18
DPP	1.680	2.610	5.610	5.625	7.590	7.591	0
ULRC	1.590	1.590	2.290	2.287	2.237	2.637	18
JSC	0.950	0.950	0.950	1.248	1.215	1.515	25
UHRC	1.310	1.310	2.710	2.982	2.968	5.949	90
LDC	1.180	1.180	1.180	1.170	1.170	0.0	
DCIC	-	-	-	4.325	5.165	5.58	8
URSB	-	-	-	2.538	1.737	0.770	
Total	92.820	108.110	155.920	165.662	265.085	197.126	12

The FY Non Wage increased from the previous year to Ush. 197.126bn with an average growth of 12% for all JLOS institutions in the sector. Most of the increase was in Uganda Police Force though it dropped in the reporting period.

Table 26. JLOS MTEF Development Ceiling growth (Billion)

	A	B	C	D	E	F	G
Institution	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	% Growth
MIA	0.270	1.260	2.460	2.460	89.763	88.0	230
Judiciary	1.890	1.340	1.340	1.340	7.911	9.37	74
UPF	5.280	7.880	14.140	14.140	50.491	48.53	265
UPS	1.440	1.440	3.040	3.040	10.502	12.440	125
DPP	0.300	0.300	0.300	0.300	0.698	0.200	0.35
ULRC	0.100	0.100	0.100	0.100	0.99	2.70	150
JSC	0.100	0.100	0.100	0.100	0.97	0.11	5.3
UHRC	0.200	0.200	0.200	0.200	2.007	2.468	25
LDC	-	-	-	-	1.737	0.619	
Total	29.170	32.190	46.980	45.491	165.069	164.437	120

The JLOS development fund allocation has not improved relatively during the previous years. The constantly increasing cost of service provision is giving additional pressure to the already limited resources. Ministry of justice and Constitutional Affairs had no development budget allocation for many years.

SWAP Development Budget

The SAWP budget for the year was 49.2bln. of which Ush. 24.7 billion was supported by Uganda Government and 24.5bln was supported by the Government of Kingdom of Netherland. The Sector received Ush. 16.4billion from GOU and Ush22.04billion, 90% of the Netherland work plan support to the FY 2012/13. The work plan also attracted Ush. 181million from Demark to support the International Technical Advisor for Transitional Justice.

The amount received in the year was utilized in accordance with financing plan. Ush.30 billion was advanced to the institutions and Ush 4.9billion for JLOS house project, However, sector wide fund for construction was retained in Secretariat account only for effecting payments since most of activities are implemented by institutions.

Table 27: Source and Uses of funds for FY July 2012 to June 2013

Financing	Amount (000)
Institution balance from FY 2011/12	7,217,252
Secretariat balance from FY 2011/13	17,352,174
Receipt from GOU	16,442,234
Receipt from Royal Netherland	22,046,652
Danida for International TJ advisor	181,818
Total Financing	63,240,130
Expenditure by Out Come/Key Result Areas	
Strengthening Legal Policy Framework	5,524,264
Access to Justice Enhanced less JLOS house	20,933,939
Promotion of the Observance of Human	-
Right and Accountability	4,510,004
Transitional Justice support	767,705
Construction contracts for previous Work Plans	-
PRDP, SIP II and SIP II	9,502,944
Programme Management	2,606,000
Total Expenditure	43,844,856
Receipt Less Expenditure	19,395,274
Represented by	
Institutions Closing bank account balances	7,996,829
Secretariat Closing SWAP bank account balances	6,407,720
JLOS house closing bank account balance	4,990,725
Total Net Cash balance	19,395,274

Table 28: Statement of Financial Position as at 30th June 2013

Resource/Asset	Amount (000)
Institutions Closing bank account balances	7,996,829
Secretariat Closing SWAP bank account balances	6,407,720
JLOS house closing bank account balance	4,990,725
Sub Total Resource/Asset	19,395,274
Commitments/Liability	
Ongoing constructions at Institutions	7,996,829
Ongoing constructions Sector Wide	8,199,994

JLOS House design and fencing	5,514,515
GIS and IJMIS	600,000
Refund to Danida for TJ Advisor	181,818
Other Commitments(Legal Aid, Infrastructure)	542,000
Sub Total Liability/Commitment	23,035,156
Resource/Asset Less Liability	(3,639,882)
Total commitments/Liabilities	(3,639,882)

Uses of Funds by Out Come

All components were partially funded on account of non-release of Q4 funds attributed to withdraw of budget support by the development partners to Government. Only key and priority activities were funded because of limited resources. Table 29 shows performance by outcome area. The details of usage by activities is in the **Annex A**.

Table 29: Uses of Funds by Out Come Area.

Out comes	Budget	Funded	% Performance
Out Come 1: Strengthening Legal Policy Framework	7,368,832	5,524,264	76
Out Come 2: Access to Justice Enhanced less JLOS house	32,395,018	25,924,664	80
Out Come 3: Promotion of the Observance of Human	5,772,750	4,510,004	78
Programme Management	3,687,759	2,606,000	72
Total	49,224,359	38,564,932	80

Expenditure on sector wide construction and PRDP

Construction is expected to be on schedule and within cost estimates. The plan date and cost estimates were not met due to heavy rains at the project and price fluctuation as result of inflation rate experienced by the country previously. The major challenges relate to capacity of the local contractors to complete assignment on schedule. There were cases of inadequate close supervision of work progress by Project Managers leading to contract amendments and variations especially on the PRDP constructions started in previous years. Table 30 shows expenditure on the various ongoing constructions.

There is urgent need to improve the structure of the sector contracts documents to clearly state terms and conditions of General Terms such as start date completion date. Also Project Managers and Contractors should be supported to understand their respective responsibilities. The sector appreciates the support from the Netherlands government towards building sector capacity in procurement and contract management..

Table 30: Expenditure on sector wide construction and PRDP

Construction Projects	Constructor	Plan Cost (Budget) A	Contract cost B	Variances (A - B)	Actual cost Paid to date	Balance to be Paid to date	% Paid
Mini JLOS Court in Kotido	Interdisciplinary Tech. Services	800,000,000	1,072,761,292	(272,761,292)	638,549,363	434,211,929	60
Staff residence at Dokolo Court	3MS Investments Ltd	200,000,000	185,711,751	14,288,249	175,298,572	10,413,179	94
Mini JLOS Court at Ngora	Keystone Construction Ltd	350,000,000	362,404,240	(12,404,240)	152,276,386	210,127,854	42
1 Accommodation block at Aboke	Derayani International Ltd	200,000,000	141,896,322	58,103,678	122,913,310	18,983,012	87
Community Justice Centre at Lamwo District	Adam Engineering Services Ltd	1,480,000,000	1,418,572,128	61,427,872	849,052,843	569,519,285	60
Community Justice Centre at Isingiro Dist.	Alpha Gama Engineering Services	1,480,000,000	1,459,493,046	20,506,954	1,063,120,321	396,372,725	73
Community Justice Centre at Kayunga District	3MS Investments Ltd	1,480,000,000	1,325,561,839	154,438,161	977,982,428	347,579,411	74
Community Justice Centre at Kanungu	JP Construction Services Ltd	1,480,000,000	1,929,235,364	(449,235,364)	1,385,783,788	543,451,576	72
Police Post at Bulambuli	Emisa International Ltd	500,000,000	474,426,918	25,573,082	219,356,437	255,070,481	46
Judicial Studies Institute at Nakawa	Home Builders Ltd	400,000,000	852,109,288	(452,109,288)	208,382,156	643,727,132	24
Mini JLOS Court at Apalla	Selkou (U) Ltd	400,000,000	390,662,954	9,337,046	303,571,284	87,091,670	78
Amuria Magistrate Court	3MS Investments Ltd	350,000,000	421,441,519	(71,441,519)	184,293,898	237,147,621	44
Bundibugyo Community Justice Centre	Hotel Zawadi	1,480,000,000	1,625,127,801	(145,127,801)	920,858,942	704,268,859	57
Ngora Court	Alma Connexious Ltd	350,000,000	344,478,167	5,521,833	51,288,372	293,189,795	15
Kenjojo Justice Centre	3MS Investments Ltd	1,500,000,000	1,014,762,915	485,237,085		1,014,762,915	-
2 accommodation blocks (Police) at Katakwi, Amuria and Kaberamaido	Muhekamu Enterprises Ltd	450,000,000	463,244,259	(13,244,259)	462,464,239	780,020	100
Pader Police Barracks	Komurubuga & Co.	200,000,000	166,318,970	33,681,030	160,552,803	5,766,167	97
3 Accommodation blocks at Moroto	Kadama Dealers Ltd	500,000,000	771,985,500	(271,985,500)	667,351,685	104,633,815	86
1 Accommodation block at Adjumani Police Bar	Hotel Zawadi	200,000,000	149,973,516	50,026,484	147,756,075	2,217,441	99
Accommodation block @Kotido Dist. Police	Abilaza Enterprises Ltd	200,000,000	192,431,847	7,568,153	32,444,312	159,987,535	17
Kibuku Police Station	Dynamic Eng. Services Ltd	400,000,000	427,785,365	(27,785,365)	304,247,644	123,537,721	71
Kisoro Police Station	Naisal B K Ltd	500,000,000	680,827,739	(180,827,739)	443,336,245	237,491,494	65
New Moroto Prison	Palm Construction Ltd	1,186,230,000	1,058,944,986	127,285,014	796,890,555	262,054,431	75
DPP office at Kaberamaido	Muhekamu Enterprises Ltd	250,000,000	199,984,314	50,015,686	87,481,763	112,502,551	44
Amuria Prison	Sembule International Ltd	150,000,000	142,885,490	7,114,510	142,873,900	11,590	100
Staff residence at Amolatar	Khazana Services Ltd	150,000,000	174,654,207	(24,654,207)	164,243,763	10,410,444	94
Staff residence at Oyam District	B S Ball Shape Ltd	150,000,000	148,748,160	1,251,840	148,513,988	234,172	100
Amuria District Court	Dynamic Eng. Services Ltd	350,000,000	225,294,229	124,705,771	219,587,929	5,706,300	97
Amolatar District Court	Dynamic Eng. Services Ltd	350,000,000	224,457,299	125,542,701	218,836,447	5,620,852	97
Prisoners ward & fencing of Paidha Prison	Semi Investments Ltd	150,000,000	211,924,087	(61,924,087)	210,499,523	1,424,564	99
1 Block of prison ward & chain fence @Dokolo	Kheny Technical Services	150,000,000	134,474,887	15,525,113	95,835,604	38,639,283	71

Construction Projects	Constructor	Plan Cost (Budget) A	Contract cost B	Variances (A - B)	Actual cost Paid to date	Balance to be Paid to date	% Paid
2 Blocks of staff houses at Soroti Prison	Muhekamu Enterprises Ltd	200,000,000	212,980,365	(12,980,365)	212,978,365	2,000	100
New Government Prison at Pader	B Moose Enterprises Ltd	300,000,000	362,153,087	(62,153,087)	351,295,465	10,857,622	97
DPP offices in Adjumani	Ishaka Muhereza Workshop	200,000,000	192,197,196	7,802,804	126,569,291	65,627,905	66
DPP offices in Paidha	Ishaka Muhereza Workshop	200,000,000	191,794,557	8,205,443	188,454,783	3,339,774	98
DPP offices in Abim	Danomabar Technical Services	200,000,000	193,182,897	6,817,103	4,728,114	188,454,783	2
DPP offices in Dokolo	Hebron Investments Ltd	350,000,000	243,844,113	106,155,887	125,473,716	118,370,397	51
DPP offices at Nakapiripirit	Muhekamu Enterprises Ltd	200,000,000	199,984,314	15,686	142,116,532	57,867,782	71
DPP offices at Bukedea	Muhekamu Enterprises Ltd	250,000,000	199,984,314	50,015,686	184,386,743	15,597,571	92
DPP offices at Amolatar	Josiku Technical Services	200,000,000	184,917,753	15,082,247	116,665,388	68,252,365	63
Accommodation block at Agwata	Alma Connexious Ltd	350,000,000	319,437,540	30,562,460	300,725,116	18,712,424	94
DPP Abim offices	Texas Solutions	200,000,000	95,520,920	104,479,080	66,073,892	29,447,028	69
DPP staff quarters at Nakapiripirit	Bhacom Services Ltd	100,000,000	96,290,290	3,709,710	32,359,907	63,930,383	34
DPP Amuru office and staff quarters- Mini JLOS	Maykayeg Hotel Ltd	350,000,000	297,797,285	52,202,715	259,623,232	38,174,053	87
Border post-Suam river Bukwa District	Contra (U) Ltd	350,000,000	164,701,273	185,298,727	160,583,742	4,117,531	98
Court at Bukwa for DPP	Otada co Ltd	500,000				500,000	0
Lia Border Post in Arua	Grand Engineering	200,000,000	195,197,400	4,802,600	104,578,322	90,619,078	54
Amudat Boarder Post	Oral Enterprises Ltd	300,000,000	187,072,866	112,927,134	97,384,930	89,687,936	52
Total		22,736,230,000	22,332,671,217	(533,664,125)	14,029,642,113	8,199,994,456	

Assumption

1. Plan cost budget is the total allocation including any adjustments
2. Contract price is the value of work/contract including variations
3. Certificates are raised on state of value of work completed
4. All certificates raised were fully paid by the reporting date therefore the total certificates raised and paid is equal to percentage of contract/work completed
5. The outstanding unpaid contract balance is equal to works to completion

Procurement

The sector procurement function is expected to improve in the future, but there are still some particular implementation challenges, as explained below.

Procurement staffing: A team of consultants were procured by the Netherland Embassy, to improve the sector procurement function. The members of the sector including Accounting Officers, PPDU and PPU attended the sponsored Procurement trainings. The training covered

preparation of Work Plan and Procurement Plan and the related steps, responsibilities of various stakeholders and the relationship between procurement plan and work plan implementation.

It was noted that contract amendments, variations orders in buildings constructions were common due to the incapacity of the local contractors and design changes during implementation that increase the cost and delay completion. This is a major concern that requires attention.

Audit

Audit of 2011/12 was completed and the sector received a clean audit opinion. Audit for FY 2012/13 is proceeding as planned, with the Audit team from Auditor General Office in institutions. The report noted that the sector remained with unspent balbces due to construction contracts that span beyond a financial year. Funds are committed for constructions and kept in institution accounts and paid on performance. The training is to be undertaken continuously to strengthen the internal audit function of the sector. The Sector Audit Committee is to be strengthened and its terms of reference reviewed.

Annex 1: Judiciary constructions Under PRDP

Planned Activity	Institution	Cost	Status June 2013
complete expansion, furnishing and equipping Kotido Court to accommodate CM court & DPP	Judiciary/DPP	478,171,612	Completed
Provide staff accommodation in Kotido to Judiciary and DPP	Judiciary/DPP	200,000,000	Completed
completion and furnishing of mini-JLOS in Apala to accommodate Judiciary, DPP and UPF	Judiciary	291,806,893	completed
provide accommodation to JLOS staff in Apala (Judiciary and DPP)	Judiciary	150,000,000	Roofing
Staff accommodation for Judiciary - Oyam, Dokolo & Amolatar	Judiciary	318,572,668	Completed
Roofing and finishing's of mini-JLOS in Amuria to accommodate Court and DPP	Judiciary	251,989,845	Fixation of window and doors on going
Roofing and finishing's of mini-JLOS in Ngora to accommodate court and DPP	Judiciary	202,234,140	Finishing level

Annex 2: DPP PRDP constructions

Construction sites	Provider	Status	Remark
Nakapiripirit DPP offices	Muhekamu Enterprises Ltd	Finishing stage.	The constructor has been slow and behind schedule besides been given several project extensions.
Kaberaido DPP Offices.	Muhekamu Enterprises Ltd.	Finishing stage.	80% of work done. The constructor has been slow and behind schedule besides being given three project extensions.
Bukedea DPP Offices.	Muhekamu Enterprises Ltd.	completed	
Abim DPP Offices.	Danomabor Technical Services Ltd.	Completed.	
Adjumani DPP Offices.	Ishaka Muhereza Construction & Building Ltd.	Completed	
Paidha DPP Offices.	Ishaka Muhereza Construction & Building Ltd.	Completed	
Dokolo DPP Offices.	Hebron Investment Ltd	Internal finishing on going	Contract was signed on 29/08/2012
Amuru DPP Offices.	Mayi Kayegi Hotel Ltd.	completed	
DPP Staff quarters at Amuru.	Mayi Kayegi Hotel Ltd.	Completed	

Construction sites	Provider	Status	Remark
DPP Staff quarters at Nakapiripirit.	Ibhacon Services Ltd	plastering & plumbing level	Roofing complete and interior works on going. Remaining with doing the parking and fencing.
DPP Staff quarters at Abim	Texa Solution Ltd.	Complete	

Annex 3: Other PRDP constructions

Planned Activity	Institution	Cost	Status June 2012
Completion of phase II reconstruction of Moroto prison	UPS	898,858,544	Two new staff houses completed ward and multipurpose hall at finishing stage
Construct JLOS House in Moroto to house MOJCA, UHRC, MIA, URSB	MoJCA	1,498,200,000	complete
Renovation of district prisons/reception centres/LAPs in Pader	UPS	244,836,930	completed
Roofing and finishing's of staff quarters in Gulu	UPS	212,605,465	Completed and handed over
Roofing and finishing of a prison ward - Dokolo	UPS	116,942,550	Completed
renovate of district prisons/reception centres/LAPs - Kumi/Amuria	UPS	225,494,189	Completed
Finishing's of renovated staff quarters - Soroti	UPS	61,345,517	Completed
Construction of Lia border post (Arua)	MIA/DCIC	200,000,000	Finishing on going
Renovation of district prisons/reception centres/LAPs (Paidha and Adjumani)	UPS	190,814,931	Completed
Construction of mini-JLOS at Suam River border post (Bukwo) also to accommodate UPF	MIA/DCIC	350,000,000	Finishing on going
Construction of staff accommodation at Suam River border post	MIA/DCIC	150,000,000	Finishing on going
Construction of Mini-JLOS at Amudat border post (Nakapiripirit) to accommodate Immigration & Police	MIA/UPF	300,000,000	Finishing on going
construction of staff accommodation Moroto (MoJCA, DPP, Judiciary)	MoJCA/DPP	400,000,000	Construction on going
Construction of Atiak border post at Bibia	MIA	200,000,000	Completed

Annex 4: Uganda Police Force Constructions

PROJECT DESCRIPTION	CONTRACTOR	START DATE	CONTRACT AMOUNT	PROGRESS LEVEL
PRDP constructions				
Moroto Police Station	Kadam Suppliers and Contractors Ltd	4th May 2009	339,407,447	Contract terminated. New Contractor Devyani Intl
Kotido Police station	Dankik Enterprises Ltd	4th May 2009	328,260,400	Plasterwork in progress.
Kotido accommodation blocks A	Abilaza Enterprises Ltd	15th April 2011	192,434,847	Finishing
Kotido accommodation blocks B	Kaidila Traders Ltd.	15th April 2011	192,434,847	Roofed
Kaabong Police station	Kaabong United Traders Ltd	4th May 2009	376,557,061	Plastering is in progress
Kaabong accommodation block A	Muhekamu Enterprises. Ltd	4th May 2009	182,343,262	Completed and handed over.
Kaabong accommodation block B	MIC Construction Ltd	4th May 2009	182,343,262	Finishing stage.
Construction of Abim Police station	Engineering Trade Links Ltd	4th May 2009	368,305,248	Roofed. Contract terminated.
Abim accommodation block A	DA Komurubuga & Sons Ltd	4th May 2009	182,343,262	Completed and handed over.
Abim accommodation block B	Pekasa Enterprises Ltd	4th May 2009	192,189,963	Painting in progress.
OLILIM P.T.SCHOOL				
Construction of Administration block	Bata Consulting Engineers	6th Nov 2009	322,805,963	Structure roofed. The Contract terminated
Construction of classroom block A	Muyanga Investments Ltd	6th Nov 2009	180,006,981	Painting of the class room block in progress.
Construction of classroom block B	Yondaz Ltd	6th Nov 2009	180,006,981	Contract terminated. New Contractor Alma
Construction of Amolatar Police station	Muyanga Investments Ltd(306,197,168)	29th Nov 2007	601,002,350	Works completed
Construction of 02No accommodation blocks in Amolatar	Muyanga Investments Ltd(294,805,182)	29th Nov 2007		Works completed
Construction of Amuru Police station	Mata Construction Ltd(274,778,234)	29th Nov 2007	549,640,782	Works completed
Construction of 02No accommodation blocks in Amuru	Mata Contractors Ltd(274,862,548)	29th Nov 2007		Works completed
Construction of Dokolo Police station	Block Technical services Ltd	24th June 2011	539,547,216	Painting is complete. External works are in progress
Construction of 02No accommodation blocks in Dokolo	Block Technical services Ltd	24th June 2011		Painting is complete. External works are in progress
Construction of Oyam Police Station	Pearl Shelter Promoters (U) Ltd(300,726,487)	29th Nov 2007	572,319,005	At finishing stage. Painting and External works in progress.
02No accommodation blocks in Oyam	Pearl Shelter Promoters (U) Ltd(271,592,517)	29th Nov 2007		District gave a new site

PROJECT DESCRIPTION	CONTRACTOR	START DATE	CONTRACT AMOUNT	PROGRESS LEVEL
Construction of Kaberamaido Police Station	JS Engineering Ltd(277,660,490)	29th Nov 2007	556,766,440	Contract terminated.
02No accommodation blocks in Kaberamaido	JS Engineering Wks Ltd(279,105,950)	29th Nov 2007		Contract terminated
Construction of Pader Police Station	Dolomite Engineering services Ltd	29th Nov 2007	281,874,852	Awarded to DA Komurubuga& sons Ltd.
02No accommodation blocks in Pader	DA Komurubuga & Sons Ltd	29th Nov 2007	279,447,718	Works completed
Construction of Amuria Police Station	Katiti Enterprises	29th Nov 2007	301,783,713	Contract awarded to M/s High Tides Ltd.
Construction of 02No. Accommodation blocks in Amuria	Katiti Enterprises	29th Nov 2007	272,565,132	Contract awarded to M/s High Tides Ltd.
02No accommodation blocks in Katakwi	Associated Ent & Construction		291,397,923	Painting of the blocks and plastering the latrine.
ASTU Headquarters				
Construction of ASTU Headquarters	Gemuka Enterprises Ltd	1st Dec 2007	235,045,734	Structure completed and handed over.
ASTU Zonal Offices				
ASTU Zonal office block in Ngariam - Palam	Med Technologies Ltd (125,000,034/=)	1st Dec 2007	250,000,068	Contract terminated
ASTU Zonal office block in Kolir	Med Technologies Ltd (125,000,034/=)	1st Dec 2007		Contract was terminated
ASTU Zonal office block in Wialir	Construction support services Ltd (123,978,478/=)	1st Dec 2007	247,956,956	Works are practically complete
Construction of ASTU Zonal office block in Kapelyabong	Construction support services Ltd (123,978,478/=)	1st Dec 2007		Works are practically complete
ASTU Zonal office block in Lapono	Kanyangareng Amalgamated (122,949,377/=)	1st Dec 2007	245,898,755	The building is roofed. Contract terminated
ASTU Zonal office block in Orom	Kanyangareng Amalgamated (122,949,377/=)	1st Dec 2007		The building is roofed. Contract terminated
ASTU zonal office block in Bukwo	Katiti Enterprises	1st Dec 2007	115,694,410	The building at ring beam level. Contract terminated
ASTU zonal office block in Chepuskunya	DA Komurubuga & Sons Ltd	4th May 2009	159,066,227	Painting in progress.
ASTU zonal office block in Amudat	Berur Traders Ltd	4th May 2009	161,246,588	Roofing is in progress
ASTU zonal office block in Longeracora.	Ayemo Investments Ltd	10th Sept 2010	161,246,588	Foundation slab finished. Contract terminated
ASTU zonal office block in Morulem	Bunyonyi Engineering works ltd	18th November 2010	154,422,765	Building at Wall plate level. Contract terminated
03No accommodation blocks in Moroto	Kadam Dealers Ltd	12th Nov 2010	450,000,000	Completed.

PROJECT DESCRIPTION	CONTRACTOR	START DATE	CONTRACT AMOUNT	PROGRESS LEVEL
02No accommodation blocks At Iri iri	Kadam Dealers Ltd	12th Nov 2010	300,000,000	Completed
01No accommodation block At Namasale	Alma Connexious U Ltd	19th August 2011	300,000,000	Completed and handed over
01No accommodation block At Agwata	Alma Connexious U Ltd	19th August 2011		Completed and handed over
01No accommodation block at Aboke	Devayani International	Septmber 2010	141,896,323	Completed and handed over
01No accommodation at Adjumani	Zawadi Hotels Ltd.	Sep-10	149,973,816	Completed and handed over
01No accommodation block at Amuru	Zawadi Hotels Ltd.	Sep-10	149,973,816	Completed and handed over
01No accommodation block at Katakwi	Muhekamu Enterprises. Ltd	Sep-10	463,244,288	Completed and handed over
01No accommodation block at Amuria	Muhekamu Enterprises. Ltd	Sep-10		Completed and handed over
01No accommodation block at Otuboi	Muhekamu Enterprises. Ltd	Sep-10		Completed and handed over
01No accommodation block at Pader	DA Komurubuga & Sons Ltd	August, 2010	166,318,970	Completed and handed over
03No accommodation blocks at Kisoro				Completed
02 No accomodation blocks at Ibanda	Pekasa Enterprises Ltd	2009		Completed
01No accomodation block at Mayuge	Muhekamu Enterprises. Ltd	2009		
01 No accomodation blocks at Koboko	Mata Construction Ltd	2011	500,000,000	
02No accomodation block Nakapiripirit	Kadam Dealers Ltd	2006		Completed
Nakapiripirit Police Station		2006		Plastering and fixing
Luwero Police Station		2010	1,000,000,000	
01 No accomodation block Namutumba	Muhekamu Enterprises. Ltd	2011		Completed
GOU FUNDING				
Bushenyi Regional offices				complete
Natete				
Police Headquarters-CID				complete
HYDRO FORM				
Panadoli Station kiryandongo	Police L&E	2010		Complete
02 Accomodation block	Police L&E	2010	460,000,000	Complete
Nyero Police station	Police L&E	2011	170,000,000	Complete
Awach Police Station	Police L&E	2011	170,000,000	Complete
Tororo Police Station	Police L&E	2012	600,000,000	
Butaleja Police Station	Police L&E	2012	329,000,000	
01 accomodation block at	Police L&E	2012	210,000,000	

PROJECT DESCRIPTION	CONTRACTOR	START DATE	CONTRACT AMOUNT	PROGRESS LEVEL
Awach				
Maracha Police Station	Police L&E	2011	210,000,000	
01 accomodation block at Maracha	Police L&E	2012	210,000,000	
01 accomodation block at Kitgum	Police L&E	2010	160,000,000	Complete
01 accomodation block at Busia	Police L&E	2010	160,000,000	Complete
01 accomodation Kibuku	Police L&E	2012		

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ANNEX 5 DISPOSAL OF CASES BY COURTS IN UGANDA

Magistrates Grade I	B/F	REGISTERED	COMPLETED	PENDING	disposal rate of registered cases	total disposal rate
1. LDC Grade I Court	463	6,197	5,909	751	0.95	0.89
2. Koboko Grade I Court	71	506	471	106	0.93	0.82
3. Kamwenge Grade I Court	402	897	1,059	240	1.18	0.82
4. Bundibugyo Grade I Court	139	1,037	957	219	0.92	0.81
5. Kasangati Grade I Court	267	1,062	1,079	250	1.02	0.81
6. Dokolo Grade I Court	76	521	472	125	0.91	0.79
7. Yumbe Grade I Court	143	524	520	147	0.99	0.78
8. Amolatar Grade I Court	93	346	338	101	0.98	0.77
9. Nakaseke Grade I Court	143	563	536	170	0.95	0.76
10. Kanungu Grade I Court	121	656	589	188	0.90	0.76
11. City Council Grade I Court	537	3,220	2,807	950	0.87	0.75
12. Abim Grade I Court	181	352	398	135	1.13	0.75
13. Paidha Grade I Court	346	466	601	211	1.29	0.74
14. Kira Grade I Court	513	989	1,073	429	1.08	0.71
15. Ngora Grade I Court	116	320	310	126	0.97	0.71
16. Bugiri Grade I Court	341	774	791	324	1.02	0.71
17. Kisoro/Chahi Grade I Court	479	792	884	387	1.12	0.70
18. Kalangala Grade I Court	125	374	339	160	0.91	0.68
19. Kiruhura Grade I Court	536	1,103	1,106	533	1.00	0.67
20. Bukedea Grade I Court	182	405	396	191	0.98	0.67
21. Lugazi Grade I Court	761	731	997	495	1.36	0.67
22. Kaliro Grade I Court	272	373	431	214	1.16	0.67
23. Olio Grade I Court	462	385	557	290	1.45	0.66
24. Kajjansi Grade I Court	173	743	601	315	0.81	0.66
25. Bukwa Grade I Court	289	174	299	164	1.72	0.65
26. Butaleja Grade I Court	28	152	116	64	0.76	0.64
27. Kiryandongo Grade I Court	192	809	623	378	0.77	0.62
28. Buwama Grade I Court	130	193	198	125	1.03	0.61
29. Mayuge Grade I Court	285	843	690	438	0.82	0.61
30. Kibale Grade I Court	804	372	719	457	1.93	0.61
31. Sembabule Grade I Court	700	562	770	492	1.37	0.61
32. Ntungamo Grade I Court	766	1,244	1,216	794	0.98	0.60
33. Kyenjojo Grade I Court	663	782	872	573	1.12	0.60
34. Bubulo Grade I Court	532	704	743	493	1.06	0.60
35. Buliisa Grade I Court	70	197	160	107	0.81	0.60
36. Adjumani Grade I Court	122	362	288	196	0.80	0.60
37. Kayunga Grade I Court	496	784	760	520	0.97	0.59
38. Nakapiripirit Grade I Court	175	331	298	208	0.90	0.59
39. Kagadi Grade I Court	391	499	516	374	1.03	0.58
40. Anyeke Grade I Court	187	740	523	404	0.71	0.56
41. Lyantonde Grade I Court	226	571	448	349	0.78	0.56

42.	Katikamu Grade I Court	203	502	382	323	0.76	0.54
43.	Kalisizo Grade I Court	511	725	662	574	0.91	0.54
44.	Sironko Grade I Court	512	755	639	628	0.85	0.50
45.	Mwanga II Road Grade I Court	1,347	860	1,101	1,106	1.28	0.50
46.	Nakifuma Grade I Court	240	377	304	313	0.81	0.49
47.	Njeru Grade I Court	343	467	396	414	0.85	0.49
48.	Patongo Grade I Court	305	705	491	519	0.70	0.49
49.	Katakwi Grade I Court	246	621	419	448	0.67	0.48
50.	Bududa Grade I Court	276	317	285	308	0.90	0.48
51.	Kigumba Grade I Court	44	29	34	39	1.17	0.47
52.	Isingiro Grade I Court	415	730	497	648	0.68	0.43
53.	Kaberamaido Grade I Court	243	291	228	306	0.78	0.43
54.	Amuru Grade I Court	264	302	222	344	0.74	0.39
55.	Busembatia Grade I Court	5	103	42	66	0.41	0.39
56.	Budaka Grade I Court	114	43	58	99	1.35	0.37
57.	Wakiso Grade I Court	885	1,178	591	1,472	0.50	0.29
58.	Kamuli Grade I Court	896	448	345	999	0.77	0.26
59.	Kaabong Grade I Court	25	43	17	51	0.40	0.25
60.	Pader Grade I Court	1,676	379	489	1,566	1.29	0.24
61.	Lugazi	119	36	35	120	0.97	0.23
62.	Apac Grade I Court	832	218	174	876	0.80	0.17
63.	Kumi Grade I Court	1,258	192	145	1,305	0.76	0.10

Chief Magistrates courts	B/F	REGISTERED	COMPLETED	PENDING	disposal rate of registered cases	total disposal rate
1. Entebbe	759	2,696	2,602	853	0.97	0.75
2. Kiboga	722	1,184	1,295	611	1.09	0.68
3. Kotido	176	274	303	147	1.11	0.67
4. Mityana	662	1,106	1,190	578	1.08	0.67
5. Nakasongola	201	516	472	245	0.91	0.66
6. Mubende	1,294	1,768	1,888	1,174	1.07	0.62
7. Hoima	912	1,102	1,180	834	1.07	0.59
8. Mpigi	1,508	861	1,330	1,039	1.54	0.56
9. Kasese	972	1,354	1,303	1,023	0.96	0.56
10. Nabweru	1,827	2,062	2,068	1,821	1.00	0.53
11. Buganda Road	1,151	1,256	1,234	1,173	0.98	0.51
12. Mukono	2,172	2,631	2,455	2,348	0.93	0.51
13. Rukungiri	693	918	811	800	0.88	0.50
14. Ibanda	1,100	1,038	1,062	1,076	1.02	0.50
15. Moyo	151	398	265	284	0.67	0.48
16. Makindye	3,072	3,000	2,915	3,157	0.97	0.48
17. Gulu	1,497	1,164	1,240	1,421	1.07	0.47
18. Masindi	2,421	1,283	1,582	2,122	1.23	0.43

Chief Magistrates courts	B/F	REGISTERED	COMPLETED	PENDING	disposal rate of registered cases	total disposal rate
19. Kabale	2,614	1,780	1,844	2,550	1.04	0.42
20. Moroto	193	313	211	295	0.67	0.42
21. Mbarara	2,514	2,333	1,999	2,848	0.86	0.41
22. Mengo	4,272	4,006	3,347	4,931	0.84	0.40
23. Masaka	2,671	2,937	2,201	3,407	0.75	0.39
24. Mbale	3,741	2,014	2,056	3,699	1.02	0.36
25. Pallisa	1,062	339	461	940	1.36	0.33
26. Tororo	1,600	787	767	1,620	0.97	0.32
27. Iganga	3,106	951	1,288	2,769	1.35	0.32
28. Soroti	2,678	1,647	1,338	2,987	0.81	0.31
29. Busia	776	491	387	880	0.79	0.31
30. Arua	2,090	1,620	1,133	2,577	0.70	0.31
31. Fort Portal	2,869	2,044	1,450	3,463	0.71	0.30
32. Kapchorwa	629	273	248	654	0.91	0.27
33. Tororo	153	109	56	206	0.51	0.21
34. Bushenyi	3,701	1,962	1,133	4,530	0.58	0.20
35. Nebbi	1,124	901	399	1,626	0.44	0.20
36. Jinja	4,536	1,161	1,118	4,579	0.96	0.20
37. Kitgum	1,541	389	374	1,556	0.96	0.19
38. Nakawa	10,347	2,761	2,413	10,695	0.87	0.18
39. Lira	7,479	1,141	880	7,740	0.77	0.10

High Court	B/F	REGISTERED	COMPLETED	PENDING	disposal rate of registered cases	total disposal rate
Kampala High Court	13,373	10,505	7,454	16,424	0.71	0.31
Masaka High Court	1,748	668	732	1,684	1.10	0.30
Mbale High Court	2,389	719	908	2,200	1.26	0.29
Arua High Court	1,163	403	415	1,151	1.03	0.27
Fort portal High Court	1,480	420	436	1,464	1.04	0.23
Masindi High Court	693	434	254	873	0.59	0.23
Kabale High Court	611	372	206	777	0.55	0.21
Mbarara High Court	2,858	1,217	809	3,266	0.66	0.20
Nakawa High Court	3,644	2,471	862	5,253	0.35	0.14
Gulu High Court	1,134	579	209	1,504	0.36	0.12
Soroti High Court	825	345	131	1,039	0.38	0.11
Jinja High Court	2,542	890	367	3,065	0.41	0.11
Lira High Court	929	284	103	1,110	0.36	0.08

ANNEX A: PERFORMANCE AGAINST THE 2012/13 WORK PLAN

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
OUT COME 1: STRENGTHENED LEGAL AND POLICY FRAMEWORK								
1.1The legal and policy environment underpinning JLOS Service delivery improved	1.1.1 Count studies undertaken	1.1.1.1 study to Amend the Explosives Act for proper management of commercial explosives in the country	Issues paper developed and reviewed by the taskforce	ULRC	50,000	33,070	19,693	
		1.1.1.2 Report on study of cases declaring provisions of law unconstitutional (P1) - Research and identification of court decisions; recommendations made & Amendment bills prepared;	Study report and bill finalised	ULRC	60,000	40,000	24,876	
		1.1.1.3 Reform of the civil procedure regime; civil and limitation (misc)provisions Act, Govt proceedings Act, Evidence Act, Distress to Rent (bailiffs)Act and Reciprocal Enforcement of Judgements Act	Field consultations finalised and study report commenced	ULRC	60,000			
				ULRC	20,000	60,150	50,248	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		1.1.1.4 Undertake a study and develop a Government Liability mitigation policy and plan	Set up a task force to coordinate development of the policy. Concept paper developed; ToRs for TA drafted.	MojCA	80,000	80,000	80,000	
				MojCA	80,000			
		1.1.1.5 Study and develop policy for autonomy of Law Council and Administrator General	Consultative process undertaken. Awaiting Ministry of public service Restructuring process.	MojCA	70,000	70,000	70,000	
	1.1.2 Bills submitted to cabinet	1.1.2.1 Drafting Bills	7 Bills and 14 Acts Drafted and published. 42 statutory instruments , 13 Legal Notices and 03 Ordinances. In house training of State Attorneys in effected by Consultant Legislative drafting	MojCA	260,000	260,000	260,000	
		1.1.2.2 Drafting enabling legislation for forensic investigation, examination and analysis		ULRC	50,000			
				ULRC	100,000	106,000	83,799	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
				ULRC	10,000			
	1.1.3 Bills tabled in Parliament	1.1.3.1 Printing and dissemination of sector priority Bills (450 copies) for Parliament and Assent copies	Printed 7 Bills and 14 Acts	MoJCA	60,000	60,000	60,000	
	1.1.4 Enabling laws and laws that promote gender equality published and enacted	1.1.4.1 Review and harmonise constitutional and other Court rulings with the existing legislation		MoJCA	30,000	30,000	30,000	
		1.1.4.2 Reform of Registration of Tittles Act	Report writing finalised	ULRC	80,000	122,000	127,275	
				ULRC	110,000			
		1.1.4.3 Reform of Employment Act	Taskforce meetings and field consultations held	ULRC	60,000	42,180	46,157	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		1.1.4.4 Review of Immigration Laws (National Citizenship and Immigration Control Act)	Report writing ongoing	ULRC	60,000	60,000	89,187	Not published due to lack of funds
subtotal 1.1					1,240,000			
Subtotal 1.1								
1.2 Independence of JLOS Institutions strengthened	1.2.1 Case management standards manual in place	1.2.1.1 Printing and dissemination of revised performance standards	Performance Standards developed and awaiting top management approval	DPP	100,000	74,279	74,279	There is need to set aside funds to regularly review performance standards to be able to match the increasing numbers and nature of crimes and other emerging global initiatives.
	1.2.2 Updated training policy in place	1.2.2.1 Review DPP training Policy	Training policy ready for publishing and dissemination	DPP	50,000	49,460	49,460	More funds need to be allocated to processes such as formulation of new policies and updating existing one to enable comprehensive consultations and subsequent implementation.
Subtotal 1.2					150,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
1.3 Administrative service delivery standards harmonised.	1.3.1 proportion of JLOS institutions with user standards developed and disseminated	1.3.1.1 Undertake a comprehensive process to develop and launch Client Charter to outline service standards	Client charter ready for printing and dissemination	DPP	30,000	29,460	29,460	More funds need to be allocated to such processes to enable comprehensive consultations and subsequent implementation since the charter is one way of enforcing transparency & accountability.
		1.3.1.2 Publish Sentencing guidelines and establish a sentencing council		Secretariat-2	100,000			
		1.3.1.3 Client Charter reviewed and 10,000 disseminated	10,000 disseminated	TAT	20,000	20,000	20,000	
		1.3.1.4 enhance institutional coordination, effectiveness and efficiency	Draft Ministry Handbook in place, conducted review of Ministry performance for all the four votes (UPF, UPS, DCIC & Ministry headquarters), conducted monitoring of Ministry activities in Northern Uganda (Gulu & Kitgum)	MIA	50,000	30,000	24,700	There is need to have coordination meetings at senior level before top managers meet to consider reports from the various Votes of the Ministry
	1.3.2 Proportion of completed to	1.3.2.1 Investigating cases	125 cases investigated	JSC	36,000	36,000	34,080	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	registered public complaints	1.3.2.2 Conduct hearing of cases by disciplinary committee to conclude ** cases	Four Disciplinary committees were facilitated	JSC	9,432	9,432	9,620	The funds were not enough for committee sittings, its better to hold retreats as alternatives to committee sittings.
		1.3.2.3 Conducting 6 sub-county sensitization workshops on the public complaints system	Seminars were held Masaka,Mbarara and Kabarole districts	JSC	24,000	24,000	25,865	
		1.3.2.4 Hold 40 sittings of the Disciplinary Committee to dispose off 150 cases against errant lawyers	Concluded 72 cases in 36 sittings	MoJCA	80,000	80,000	80,000	
1.3.3 People take on average 5 minutes to clear through immigration border points		1.3.3.1 Roll out PISCES/PIRS in Mpondwe, Goli, Lia and Oraba	Software already installed at Mpondwe border post	DCIC	100,000	100,000	-	Infrastructure need to be put in Goli, Lia and Oraba boarder posts.
		1.3.3.2 Automation of business processes	No progress yet	DCIC	300,000	241,000	-	A comprehensive ICT Masterplan is being developed first before complete automation is done.
1.3.4 Passports issued in 10 days		1.3.4.1 Develop and translate a citizen verification manual.		DCIC	40,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		1.3.4.2 Develop and print operating procedures manual	7,000 copies of citizenship verification manual printed	DCIC	50,000	50,000	34,650	Immigration staff developed the citizenship verification manual without the need to engage a Consultant
	1.3.5 compliance with codes of conduct	1.3.5.1 Publish and disseminate 2500 copies of Judiciary handbook	Publication of the Judiciary Handbook is at completion stages.	Judiciary	50,000	19,337,000	#####	
		1.3.5.2 Develop standards and guidelines for the 9 Registries/Divisions for improved access to justice in Registries/ Divisions	Consultations on appropriate guidelines are ongoing but a draft concept note has been developed	Judiciary	50,000	50,000,000	#####	
		1.3.5.3 Establish User Information Desks in all Courts at Supreme Court, Court of Appeal, High Court and High Court Circuits		Judiciary	30,000	30,000,000	4,788,000	The concept of information desks needs to be fully grasped before that can be rolled out.
		1.3.5.4 Conduct Regional workshops on the Judicial code of conduct with a view to improving performance (East, West, Central, North and West Nile)	Four workshops were conducted i.e. in the Western, Eastern, Northern and Central Regions in December 2012.	Judiciary	100,000	100,000	50,169	This intervention ties in well with the development of the Performance enhancement tool of the Judiciary

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		1.3.5.5 Sensitisation workshops for legal practitioners and other stakeholders on legal practice in central region		MoJCA	30,000	30,000	30,000	
		1.3.5.6 Process re-engineering for all MoJCA services in line with Client Charter	Consultative workshops with ministry staff held. Draft prepared.	MoJCA	80,000	50,000	50,000	
		1.3.5.7 Vetting applications for certificates of Eligibility	171 Applications for certificates of Eligibility were vetted.	MoJCA	15,000	36,000	36,000	
		1.3.5.8 Facilitation and induction of JLOS Structures (DCCs, advisory board, RCCs)	103 DCCs facilitated and JLOS structures at the centre are operational	Secretariat-2	1,000,000	500000	500000	
		1.3.5.9 Continuous legal education	Three (3) one day free CLE seminars were conducted for members of ULS on Retirement Benefits; Ensuring Integrity and Mitigating Professional Risk and Oil & Gas: Surface Rights Contracting.	ULS	80,000	54,000	54,000	Lessons Learnt:- Increased efficiencies in the legal profession's ability to adopt new technologies and trends in a bid to be more internationally competitive and educate lawyers on the types of cases that land them before the Law Council
		Training of PPU's management committees and middle managers in monitoring and Evaluation,	Training undertaken and PPU's supported with equipment. PPU were also trained in	Secretariat-2	500,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		Strategic planning and Budgeting	reporting, and M&E conducted. M&E plan approved.					
		Continuous professional development of state attorneys in AG chambers	10 state attorneys trained in various courses and programmes	MojCA	300,000	209,655	209,655	
1.4 Legislative and regulatory environment for realization of national development objectives improved.	1.4.1 annual count of laws and subsidiary legislation passed	1.4.1.1 Develop consensus on priority laws for enactment and /or reform	No funding provided	MojCA	20,000	-	.	
		1.4.1.2 Consultancy on regulations for the Trademarks' Act	Re-allocation of funds sought and granted. Media, Stationary, transport, meals & Venue for the Intellectual property Policy consultative forum conducted. Sensitization on Copy Rights, Trade Marks Act and Regulations carried out. More sensitization planned for the FY 2013/14	URSB	30,000	30,000	20,878	Early identification of obsolete activities and timely submission of re-allocation requests
	1.4.2 annual count of simplified and or translated laws published	1.4.2.1 Simplification of the Penal Code Act		Secretariat-2				

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	1.4.3 annual count of bills whose enactment is pending	1.4.3.1 Civic education & sensitisation on Marriage & Divorce Bill; meetings across regions; Advocacy reports prepared.	Preliminary consultations held with the Legal and Parliamentary Affairs Committee of Parliament. 2 workshops held (central & eastern) targeting media and civil society organisations. Advocacy report finalised	ULRC	50,000	44,000	64,010	Workshops were not timely held because of the uncertainties that surrounded the debate of the bill in Parliament.
		1.4.3.2 Advocacy for Securities Transfer (Chattels) Bill & Geographical Indications Bill; Hold 4 workshops in 4 regions of Uganda and disseminate copies of the Bills.	3 (Three) advocacy workshops were held (2 in Western region and 1 in Eastern region). Advocacy report finalised	ULRC	50,000	83,448	97,521	
1.5 Enforcement of laws improved	1.5.1 Compliance of duty bearers to targeted enacted laws	1.5.1.1 Publication of 500 copies each the translated versions of the Constitution into Luganda; the Index of laws; pocket size law books of the mortgage Act, Contracts Act & Constitution.	500 copies of the pocket size contracts Act and 500 copies for Mortgage Act printed, Update of the index of laws as at June 2013 finalised.	ULRC	50,000	45,000	3,764	Meetings to finalise translated Constitution into Luganda were held but were unable to publish as originally planned
		1.5.1.2 Reprinting the Constitution (1000 copies)	1000 copies of the Constitution printed	ULRC	60,000	45,000	66,250	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		1.5.1.3 Advocacy and dissemination of newly enacted laws : Contracts Act; Hire purchase, Companies Act; Mortgage Act, Insolvency Act and Trade secrets,	Working documents and information papers developed and printed. Dissemination done for Contracts Act, Hire purchase Act and Trade Secrets Act	ULRC	150,000	130,000	117,926	
		1.5.1.4 study Court decisions and their impact on implementation of laws	Legal Audit of Laws effected draft report finalised	ULRC	25,000	15,000	13,640	
		1.5.1.5 Post enactment evaluation of selected laws (Mortgage Act, Copy Rights Act and Hire Purchase Act)	Evaluation report underway	ULRC	50,000	23,000	38,700	
		1.5.1.6 Post enactment advocacy on Domestic Violence Act by Uganda Association of Women Judges		Secretariat-2	100,000			
		1.5.1.7 Printing Births, Deaths, Marriages	Items procured, supplied and distributed	URSB	45,000	45,000	44,586	Timely commencement of procurement process
	Items procured, supplied and distributed		URSB	13,500	13,500	13,497	Timely commencement of procurement process	
	Items procured, supplied and distributed		URSB	15,000	15,000	15,000	Timely commencement of procurement process	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			Items procured, supplied and distributed	URSB	10,500	10,500	10,500	Timely commencement of procurement process
		1.5.1.8 Workshop on implementation of the judgement in the case of Susan Kigula Vs. Attorney General	The workshop was conducted.	Judiciary	50,000	50,000	24,935	
		1.5.1.9 Strengthen the law reporting office and improve dissemination of court decisions	Computer Equipment and Photocopier already procured and all deployed. Updated software installed.	Judiciary	50,000	50,000	-	
		1.5.1.10 Production of law reports	200 reports reproduced	TAT	50,000	45,000	45,000	
		1.5.1.11 Final draft on principal laws (211 Laws made after 2000 Edition) produced (P1)	A draft disposition table was prepared, Miscellaneous Repeal bill prepared, Draft revised edition vol. 1,2,3,4,5,9 and 10 prepared. Revision of laws passed between 2001-2012 completed. Typesetting of principal laws in the 7th edition commenced and still ongoing	ULRC	175,000	168,590	174,178	
	ULRC			25,000				
	ULRC			30,000				
	ULRC			9,200				
		1.5.1.12 prepare and publish the final draft of cumulative supplement	Draft updated as at June 2013 and departmental meetings to review	ULRC	30,000	30,000	24,470	Not published due to lack of funds

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			draft held					
		1.5.1.13 Public notification through print media about approved chambers/advocates with valid practicing certificates, universities accredited to offer law degree programme; and those not approved	Publication was Done in New Vision and The Daily Monitor newspapers.	MOJCA	60,000	45,000	45,000	
		1.5.1.14 Effective implementation of the DVA/R		Secretariat-2	15,000			
				Secretariat-2	10,000			
				Secretariat-2	21,200			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		1.5.1.15 implementation of the Trafficking in Person Act	<ul style="list-style-type: none"> Carried out a fact finding mission within Kampala, Entebbe Airport, Busia & Malaba border posts Provided support to TIP Victims/returnees collected from Juba Carried out investigations for TIP cases Held 2 Meetings with the National Task Force to discuss performance and way forward for the National Task Force Held one workshop to discuss SOP for the National Task Force & work plan for 2013/14 	MIA	100,000	100,000	100,000	There is need for increased sensitisation on the dangers of trafficking in persons.
		1.5.1.16 Revision and printing of magistrates handbook	Compiled awaiting printing	LDC	50,000	50,000	42,484	
		1.5.1.17 Production of law reports	Compiled awaiting printing	LDC	100,000	50,000	66,500	
		1.5.1.18 Preparation of Bench book for civil justice	Still compiling report	LDC	50,000	40,000	40,000	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		1.5.1.19 Police officers handbook printed and freely distributed to UPF	Compiled awaiting printing	LDC	50,000	40,000	33,686	
	1.5.2 Annual count of Companies, trade marks, businesses etc registered	1.5.2.1 Development of workflows, business process design & Technical architecture	Business Registration work processes documentation completed. Process documents included Receiving of Applications process, Working Process for each of the various sub registries, Verification Unit process, Handling of Correspondences processes, Data Entry processes, and Records management process. Technical architecture of office lay-out to implement the new structure completed and awaiting re-partitioning.	URSB	100,000	222,000	76,377	Timely identification of in-puts of activities and initiation of procurement process

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			The Online Name Search Application was developed, tested and installed onto the URSB Web portal. This is an on-line providing Search of Business names for clients. A customized software for reservation of Business names was developed, tested and installed. The aim of the new system is to reserve Business names in real time while eliminating duplication in names and registration numbers	URSB	150,000	50,000	29,291	Timely identification of in-puts of activities and initiation of procurement process
		1.5.2.2 Operationalisation of URSB	Furniture for recruited staff identified and procurement process is on-going.	URSB	80,000	80,000	80,000	Timely identification of in-puts of activities and initiation of procurement process
			45 Shelves procured and supplied. Partitioning & re-partitioning architectural designs completed	URSB	100,000	169,000	169,000	Timely identification of in-puts of activities and initiation of procurement process

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			and procurement process for partitioning on-going.					
	1.5.3 Annual count of insolvent businesses wound up	1.5.3.1 Digitization of the Official Receiver's registry	Funds not released	URSB	60,000	-	-	
Specifications identified and procurement process on-going			URSB	55,000	55,250	910	Timely identification of in-puts of activities and initiation of procurement process	
Funds not released			URSB	25,000	-	-		
	1.5.4 Increase in adult offender rehabilitation	1.5.4.1 Development of a correctional policy	Internal consultative workshop for issues identification (problem identification) was conducted with middle level managers; 01 Benchmark visit was conducted with South African corrections and a report submitted to Top management for further action.	UPS	70,000	70,000	70,000	Consultations are key in policy formulation.
	1.5.5 Juvenile offenders rehabilitated and integrated	1.5.5.1						
subtotal 1.5					2,034,400			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
1.6 Transitional justice policy and legislation enacted	1.6.1 Transitional Justice Act and policy framework implemented	1.6.1.1 TJ policy						
		1.6.1.2 Reparations policy						
		1.6.1.2 Outreach						
subtotal 1.6					-			
1.7 Informal justice framework strengthened	1.7.1 legal framework for recognising informal justice systems piloted in land and family	1.7.1.1 Re-establish 1500 establish LC III courts		MoLG	100,000			
		1.7.1.2 Develop a national framework for the practice of informal systems of justice		Secretariat-2	140,000			
subtotal 1.7					240,000			
1.8 JLOS compliance and participation in EAC regional and international integration	1.8.1 JLOS reforms show cased in EAC	1.8.1.1 One (1) Business Conference held for ministries, CSOs & business people in Uganda.	Business Law conference held on 14 th and 15 th November 2012. Report finalised	ULRC	150,000	150,000	139,289	
	1.8.2 proportion of prioritised treaties and conventions domesticated	1.8.2.1 Harmonisation and implementation of in EAC treaties and policies	EAC meetings and EACJ Court sessions effectively attended	MoJCA	40,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	1.8.3 Compliance with EAC commitments	1.8.3.1 Harmonise Immigration laws with EAC Common Market Protocol		DCIC	40,000	40,000	-	
				MoJCA	40,000			
			Consultative meetings held, workshop on harmonisation of laws attended in Kampala; Taskforce and subcommittee meeting on approximation of Laws attended in Arusha, harmonisation of Laws governing Contract done, harmonisation of Laws governing sale of goods ongoing; Meeting on alignment of laws with the CMP attended and laws for alignment were identified	ULRC	30,000	15,000	38,130	
				Judiciary	30,000	30,000	-	
				UHRC	30,000			
subtotal 1.8					380,000			
Outcome 1: Sub								

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
Total					7,268,832			
OUTCOME 2. ACCESS TO JLOS SERVICES ENHANCED								
2.1 Rationalized physical presence and functionality of JLOS institutions	2.1.1 Count of new service points opened disaggregated by service and location	2.1.1.1 Construct of prisons reception centre of 100 capacity and barrack Lamwo; Prisons and barracks at Lamwo	The contract for Construction of a prisons reception centre of 100 capacity and barracks at Lamwo was resubmitted to the solicitor general for approval. The first contract has technical errors which called for reapproval; The land which was approved for construction had some incumbrances which needed to be sorted out. (land issues)	UPS	450,000	450,000	Nil	There is need for due diligence in land ownership before embarking on construction.
		2.1.1.2 Open 5 new up country stations		UHRC	5,000			
		2.1.1.3 Pilot decentralised passport processing and issuance (Mbarara, Mbale and Gulu)	2 offices(Mbarara and Mbale) refurbished, Passport issuance system procured.	DCIC	300,000	250,000	30,243	Procurement processes should start early enough as soon as the workplan is approved
		2.1.1.4 Pilot upcountry study		LDC	60,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		centre	A Vehicle procured for service delivery	LDC	100,000	100,000	73,151	Easy access for the public to LDC services
		2.1.1.5 Construct 10 kennels upcountry	Completed 4 kennels in Isingiro, Kabale, Kirhura and Lyantonde while Yumbe, Dokolo, Kotido, Kapchorwa, Sironko and Moroto are at roofing level	UPF	88,000	88,000	80,070	
		2.1.1.6 Commission 2 new legal aid clinics in Mbarara and Arua	3 New Legal Aid Clinics in the districts of Mbarara, Arua and Soroti set up and operational.	ULS	80,000	80,000	79,813	Three clinics established at the cost of two. Operational costs being provided by the DGF. The demand for legal aid services still exceeds supply reinforcing the need for a National Legal Aid Policy
		2.1.1.7 Establish Model libraries in the Tax Appeals Tribunal and sub registries in Arua, Mbale, Gulu and Mbarara.		TAT	20,000	20,000	20,000	
			1 photocopier purchased	TAT	10,000	10,000	10,000	
			4 laptops purchased	TAT	15,000	15,000	15,000	
		2.1.1.8 Operationalise of 4 Regional Offices	Funds not released	URSB	120,000	-	-	
			Internet to support on-line registration Applications procured. Procurement	URSB	36,000	15,000	6,000	Timely identification of in-puts of activities and initiation of procurement process

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			process for computers and printers on-going					
			2 Vehicle pick-Ups procured and supplied to support regional offices	URSB	160,000	150,000	125,267	Timely commencement of procurement process
		2.1.1.9 Equipping of the library to reduce student book ratio to 1 to 5	Books and reference materials procured	LDC	200,000	115,000	100,000	
		2.1.1.10 Procurement of 4 Filing cabinets for Administrator General	Filing Cabinets procured as planned	MoJCA	12,000	12,000	12,000	
		2.1.1.11 Procurement of 10 steel racks for Administrator General	Still Racks Procured as Planned	MoJCA	30,000	30,000	30,000	
		2.1.1.12 Inspection of estates, winding up & court attendance, inspection and supervision of income generating assets for child beneficiaries	40 applications for letters of administration submitted 200 estates filed for winding up; 383 land transfers were issued; 2198 certificates of no objection were issued. 1360 family mediations handled	MoJCA	80,000	80,000	80,000	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.1.1.13 prepare an infrastructure development plan for sector		Secretariat-2	50,000			
		2.1.1.14 improve and maintain network	Procured one managed switch	MIA	20,000	10,000	10,000	
	File server delivered and installed		MIA	15,000	15,000	15,000		
	Procured and installed an Inverter		MIA	15,000	15,000	15,000		
		2.1.1.15 training of lecturers	45 staff trained	LDC	120,000			
		2.1.1.16 Institutional development	LDC strategic investment plan in place	LDC	50,000	30,000	55,433	
			Subscription to online law libraries	LDC	20,000	15,000	10,844	cost effective of information access and handling big number of students
		2.1.1.17 Report and document NGO performance	Draft report ready.	MIA	50,000	40,000	40,000	
		2.1.1.18 Support for EDM system for NGO Board	Procurement of consultant to design EDMS at evaluation stage	MIA	100,000	100,000	-	The delay in preparing terms of reference and seeking guidance from NITA for the consultant caused delays
		2.1.1.19 Monitoring and Evaluation, data gathering and production of quarterly reports, MPS and BFP		MoJCA	10,000			
			10 Computers to intergrate departmental network were procured.	MoJCA	25,000	25,000	25,000	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			4 Surveillance Camera's Procured.	MojCA	9,344	9,344	9,344	
			Digital Camera's Procured.	MojCA	15,000	15,000	15,000	
			First Quarter, second Quarter, Third quarter and Fourth Quarter performance progress Reports and Budget Framework Paper and Ministerial policy statement compiled and published;	MojCA	290,000	245,000	245,000	
				MojCA	70,000			
	2.1.2 escape rate of prisoners from 12 to 10 for every 1000	2.1.2.1 phase 1 Construction of Medium Security Prison at Kitalya	Consultancy service for the design and supervision of construction of a maximum security prison at Kitalya was procured. The consultant is at the data collection stage of designing the prison.	UPS	1,000,000	250,000		

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.1.2.2 Provide hand cuffs and other instruments of restraint to prisons.	Escape rate reduced from 9.5 to 8.4 per 1000 held prisoners; safety and security of prisons enhanced; 2000 pairs of hand cuffs and other restraints procured and distributed.	UPS	100,000	90,000		To maintain safety and security of offenders, UPS needs to have key security equipments and instruments.
	2.1.3 proportion of ongoing construction projects completed and commissioned	2.1.3.1 Reconstruct Nebbi prison	Construction of administration block and ward is wall plate level.	UPS	450,000	950,000		The contractor is too slow and needs close supervision.
		2.1.3.2 Deployment of the GIS and IJMIS		Secretariat-2	600,000			
		complete construction of Kabale High Court	Contract awarded and the contractor is already on site. Construction of the court is at sub-structural level. Kanungu, Isingiro and Kibuku Grade 1 Courts have been constructed Bundibugyo, kibuku, Bulambuli, Kisoro and Lamwo court are in final stages of construction Kabale court is at sub-structure level while the contracts for Bukwo and Soroti have been	Judiciary	350,000	350,000		-

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			awarded. Constructions for Makindye and JSI is ongoing					
		2.1.3.3 Provision of 10 C.M Courts with office equipment (including photocopiers, scanners)	Contract at tendering stage awaiting release of balance of funds. Procured	Judiciary	60,000	60,000	34,400	The procurement process for the purchase of ICT equipment is still ongoing.
		2.1.3.4 Court in Bukwo-rationalise to accommodate DPP	Construction on going	secretariat-2	500,000		500,000	
		2.1.3.5 Open and resource 8 new DPP stations	4 offices were opened in Lyantonde, Nakifuma, Mitooma and Nakapiripirit, and furnished. 5 computer workstations, 10	DPP	160,000	157,118	68,294	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			laptops procured.					
			The vehicle procured	DPP	80,000	77,118	-	The bureaucracy involved in procurement of vehicles need to be reviewed for ease of the process
		2.1.3.6 Carry out major renovation of 3 DPP buildings in Kasese, Nebbi & Arua	Kasese office renovation completed, Lira and Arua offices' renovation - at awards level. Note that Nebbi - renovation was replaced with Mbale.	DPP	300,000	289,371	10,000	Close monitoring and supervision of construction works is very crucial to reduce on renovation costs
		2.1.3.7 Procure and install solar equipment in 5 stations	Installation of solar in Amolator, Moyo and Adjumani offices is complete. Installation in Abim and Kaberamaido offices is in progress.	DPP	150,000	144,956	149,482	Close monitoring and supervision of construction works is very crucial to ensure timely completion
		2.1.3.8 Facilitation of construction committee		Secretariat-2	100,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.1.3.9 Construct Guard house and toilets on 6 existing DPP offices	Evaluation completed now for Contracts Committee consideration for	DPP	180,000	158,199	-	The DPP should ensure that Toilets and Guard houses are provided for wherever we construct.
		2.1.3.10 phase I Construction of Justice Centre (mini-JLOS) in Kyenjjo	Contractor procured and ground breaking undertaken	secretariat-2	1,000,000		500000	Affected by none release of Q4 funds
		2.1.3.11 Furnishing Moroto mini JLOS offices	No Funds Released for this Activity.	MojCA	100,000	-	-	
		2.1.3.12 Completion of DPP Kalangala offices	Kalangala construction; staff quarters on completion (flooring, shuttering on going), office premises – roofed and internal fittings on going	DPP	200,000	194,596	125,539	While setting timelines for construction projects, there is need to consider the site location as delivery of materials is usually difficult for such hard to reach areas, hence delayed works
		2.1.3.13 Furnishing Mbale regional offices	No Funds Released for this Activity.	MojCA	50,000	-	-	
		2.1.3.14 Conduct 4 M&E for construction projects	Conducted 3 Monitoring &E valuation visits on major uncompleted construction projects	UPF	32,000	32,000	32,000	There was need to have a joint Monitoring and Evaluation to bring on board stakeholders (OPM and JLOS Secretariate) to appreciate challenges and share experiences. The M&E was reduced to three (3)

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.1.3.15 Complete the construction of Kapchorwa, Kitalya, Patongo, Kiruhura Prisons	Kapchorwa, wards practically complete, VIP toilet complete, fencing ongoing; Kitalya phase 1, work is practically complete currently the project is in the defects liability period. Kiruhura and Patiko work is practically complete and handed over.	UPS	790,000	790,000	790,000	Need for proper budgetting to avoid variations which affect implementation of projects; There is a big challenge of sewerage disposal in Kiruhura.
		2.1.3.16 Complete the construction of Gulu and Mbarara	Mbarara laboratory building is complete and is due for handover in Aug' 2013. Gulu works to resume after PPDA approved direct procurement of services from original contractor	MIA	400,000	400,000	183,883	
		2.1.3.17 Complete the construction of Mukono police stations	The station is at Painting	UPF	150,000	150,000	64,183	The costing was done without BOQ and the award amount is 300m which is far more than the approved budget
		2.1.3.18 Complete Construction of Kira Police Station (Wakiso)		UPF	200,000	200,000	40,338	Police had a running contract with the contractor however, it expired and the cost involved for completion is beyond the 15%. The contract

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
								has been re advertised
		2.1.3.19 Rehabilitation of 2 Chief Magistrate Courts across the country (Kasese and Jinja)	Arua, Fort Portal and Kasese Chief Magistrate Courts were rehabilitated with support from JLOS.	Judiciary	200,000			
		2.1.3.20 Supervision of construction of Justice centres (Mini JLOS)	3 centres completed	Secretariat-2	200,000		200000	
		2.1.3.21 Complete the ongoing construction of JLOS justice centres (mini JLOS) and JSI	3 centres completed and one commission	Secretariat-2	2,000,000			
		2.1.3.22 Partitioning of the office space NGO Board	Re-advertised.initial advert did not attract bidders.	MIA	50,000	50,000	1,965	
		2.1.3.23 Procure and install solar equipment in 10 Courts. (Pader, Yumbe, Moyo, Nebbi, Amuria, Kapchorwa, Iganga, Ibanda, Ngora, Busia, Mbarara)	Contracts awarded. Now awaiting Solicitor General's clearance of the contract document for the Equipment.	Judiciary	90,000	90,000	19,486	The process of acquiring clearance at the different levels delays the procurement process. The process is sometimes further delayed by the delayed release of funds

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	2.1.4 new infrastructure completed and commissioned	2.1.4.1 Construct immigration border stations at Kizinga.		DCIC	200,000	200,000	-	Need to initiate procurement processes as soon as possible
		2.1.4.2 Revamp the UPF Canine Unit	7 breedings dogs were procured and delivered	UPF	70,000	70,000	70,000	
			10 kenels constructed	UPF	50,000	50,000	49,479	
			3 vehicles at Evaluation stage	UPF	360,000	360,000	360,000	
			The kits were delivered	UPF	51,600	51,600	51,600	
			Inducted 50 PPCs as dog handlers	UPF	50,000	50,000	29,242	50 PPCs have so far been inducted. The balance of 22 are due to be refreshed in August 2013
			Asorted veterinary equipment supplied	UPF	30,000	30,000	-	
			2.1.4.3 Establish Model libraries in the Tax Appeals Tribunal and sub registries in Arua, Mbale, Gulu and Mbarara.	70 Legal reference materials purchased	TAT	20,000		
		1 photocopier purchased	TAT	10,000				
		7 laptops purchased.	TAT	15,000				
2.1.5 proportion of subcounties with operational police posts								

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	2.1.6 Count of gazzetted remand homes that are operational	2.1.6.1 Purchase of beddings for Arua remand home.		MoGLSD	6,000			
		2.1.6.2 Construction of Arua remand continues in phases:- Kitchen		MoGLSD	50,000			
					13,029,944			
2.2 JLOS House Constructed and functional	2.2.1 Reduction in rental expenditure	2.2.1.1 Construction of Building to accommodate JLOS Institutions.	Fencing on going, and development of detailed designs and structural drawings	Secretariat-2	5,600,000			
2.3 Improved effectiveness to meet service delivery standards	2.3.1 Reduction in time for delivery of judgements	2.3.1.1 Acquire Court Recording Equipment for Appellate Courts	Contract Signed with Supplier. Delivery and Installation of equipment is expected to be completed by end of August 2013.	Judiciary	80,000			
		2.3.1.2 Acquire Court Recording Equipment for Civil division for 4 Judges	Contract Signed with Supplier. Delivery and Installation of equipment is expected to be completed by end of August 2013.	Judiciary	80,000			
		2.3.1.3 Roll out land courts to 10 C.M Courts	Land Courts have already been rolled out.	Judiciary	180,000	180,000	20,645	
		2.3.1.4 Acquire Court Recording Equipment for Family division for 3	Court Recording Equipment was procured. Equipmet was	Judiciary	160,000	160,000	160,000	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		Judges	engraved and delivered to the Court.					
		2.3.1.5 Provide office furniture for 10 Magistrate Courts.	Furniture for Kalangala and Ntoroko Grade 1 Courts was procured with JLOS funds.	Judiciary	100,000		41,152	The procurement process for the purchase of furniture is still ongoing.
	2.3.2 Reduction in average caseload for targeted JLOS officers	2.3.2.1 Staff recruitment and induction to fill open vacancies	10 various posts filled; including Solicitor General, Director Civil Litigation , Director Legal Advisory Services	MojCA	30,000	15,000	15,000	
		2.3.2.2 Recruitment and confirmation of Judicial Officer	Interview sessions for the posts of Chief Justice, candidates for Supreme Court, Court of Appeal and judges for High Court were conducted	JSC	87,000			
		2.3.2.3 Train 2 forensic experts in ballistics/forensics sciences	2 ballistic experts are undergoing training in UK	UPF	150,000	115,000	103,530	
		2.3.2.4 Training 100 Cadet ASP to strengthen CID	Inducted 100 cadets into CIID	UPF	100,000	70,000	70,000	
		2.3.2.5 Internal training of 63 members of staff on new strategies & changing trends	Trained 13 staff members in various courses due to insufficient funds	MojCA	20,034	10,034	10,034	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.3.2.6 Subscription to online Law data bases Library	Subscription fees paid	MojCA	5,000	5,000	5,000	
		2.3.2.7 regions equipped with motorcycles for linking remand prisoners with various stakeholders	10881 inmates linked with various actors in the CJS; 03 motor cycles were procured and were distributed to Upper prison, Namalu and Tororo Prisons .	UPS	30,000	30,000	300,000	Costing of items needs to be informed by market survey.
		2.3.2.8 members trained in transfer pricing	10 members trained	TAT	40,000	31,500	31,500	
		2.3.2.9 Training for tribunal members in dispute resolution in Oil and Gas	12 members of staff trained	TAT		50,000	50,000	
	2.3.3 Proportion of LCCIII monitored annually	2.3.3.1 Establishment of LCCs records management offices in 20 districts		MOLG	77,040			
		2.3.3.2 Inspecting LC Courts		MOLG	30,000			
	2.3.4 Reduction in appeals from LCC referred for retrial	2.3.4.1 Print and disseminate 500 copies of LCC trainers manuals		MoLG	3,000			
		2.3.4.2 Print and disseminate 20,000 copies of LCC Procedure guides		MoLG	120,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	2.3.5 Proportion of backlogged cases in the system	2.3.5.1 Production of inmates in court	01 lorry procured for delivery of inmates to courts in Tororo prison.	UPS	90,000	90,000	109,850	Costing of items needs to be informed by market survey.
		2.3.5.2 Winding up of 200 estates	Filed 200 applications for winding up before court.	MOJCA	50,000	50,000	50,000	
		2.3.5.3 Renunciation of 50 Letters of Administration	40 applications for letters of administration made;	MOJCA	5,000	5,000	5,000	
		2.3.5.4 Supervision and Administration of 100 Estates	Total of 3058 new files for clients opened.	MOJCA	50,000	50,000	50,000	
		2.3.5.5 Develop and disseminate guidelines about Administrator General's Services;	Guidelines printed and disseminated	MOJCA	20,000	20,000	20,000	
		2.3.5.6 Print 1000 copies of Posters on Administrator General's services.	Brochures (1000 copies) were printed and disseminated	MOJCA	5,000	5,000	5,000	
		2.3.5.7 Computerization of the Administrator General's department.	Process ongoing. Currently, computerization of the lands and accounts section is ongoing.	MOJCA	40,000	40,000	40,000	
		2.3.5.8 Investigations of 4,000 cases and attend sessions	1,662 case backlog were investigated and concluded	UPF	600,000	450,000	450,000	The target of 4,000 could not be achieved because only 2/3 of the funds was released.

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.3.5.9 Supreme Court cases	12 out of the 69 cases were disposed of in the 2012/13.	Judiciary	100,000		24,019	There was lack of quorum in the Supreme Court. Need to appoint more Justices. Judiciary proposes that their number be raised to 15 to be able to handle 3 sessions.
		2.3.5.10 Court of Appeal cases	Out of the 4,380 cases, 205 cases were timely disposed of.	Judiciary	200,000		150,000	The Court of Appeal still lacks quorum as the number of Justices has not yet been recruited. Judiciary proposes that they are raised to 21 and decentralized to 4 regions to handle sessions.
		2.3.5.11 High Court - Criminal cases	Out of the 7,111 cases, 1,893 cases were disposed of.	Judiciary	300,000		225,000	
		2.3.5.12 High Court - Civil	Out of 14,983 cases, 3,452 cases were disposed of.	Judiciary	250,000		250,000	
		2.3.5.13 High Court - Land	Out of 5,512 land cases, 1,811 cases were disposed of.	Judiciary	250,000		200,000	
		2.3.5.14 High Court - Family	Out of 6,662 cases, 2,345 cases were disposed off.	Judiciary	200,000		155,000	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.3.5.15 High Court-Commercial Justice	1,619 cases were disposed off.	Judiciary	160,000		130,000	
		2.3.5.16 High Court-Anti-corruption Division	Out of 632 cause listed cases, 360 cases were disposed of.	Judiciary	100,000		100,000	
		2.3.5.17 High Court-Anti-corruption Division		Judiciary	100,000			
		2.3.5.18 High Court-International Crimes Division	Funds transferred to Civil Justice	Judiciary	100,000	100,000	22,740	
		2.3.5.19 Provision of 20 Motorcycles to Process Servers	Contracts awarded. Now awaiting Solicitor General's clearance of the contract document for the Equipment.	Judiciary	25,000	25,000	-	
		2.3.5.20 Case backlog in the CM Courts (civil, land, family and criminal)	30,972 Civil, 11,567 Land, 9,049 Family, 32,130 Criminal.	Judiciary	300,000	300,000	200,000	As proposed by Judiciary, there is need to raise the number of Chief Magistrates to 120 to cater for all the districts.

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.3.5.21 Handle 60 sessions in Grade I Courts @ 30 cases - civil matters	18,688 cases were handled at Grade I courts.	Judiciary	120,000	120,000	65,000	In it's restructuring process Judiciary proposes that the number of G I Magistrates be increased to 500 and be distributed in Magisterial areas to be able to handle the high number of court cases.
		2.3.5.22 High Court Library	Law reform Commission to supply legal reference materials on receipt of the balance of funds.	Judiciary	120,000	120,000	-	
		2.3.5.23 Continuous monitoring by research and planning registry	M&E exercises were carried out in Masindi High Court; Hoima, Nakasongola, Kabale, Mbarara, Bushenyi, Ibanda Chief Magistrates Courts; Kisoro, Kanungu, Ntungamo, Isingiro, Kiruhira Grade I Courts.	Judiciary	100,000	100,000	100,000	
		2.3.5.24 Case Backlog management committee	Meetings were held.	Judiciary	40,000	40,000	40,000	
		2.3.5.25 Procurement of Station wagon vehicles for Chief	Contracts awarded. Now awaiting Solicitor General's	Judiciary	160,000	160,000	-	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		Magistrates to be appointed	clearance of the contract document for the Equipment.					
		2.3.5.26 Procure vehicle for data centre- case management	The vehicle was procured	Judiciary	100,000	100,000	-	
		2.3.5.27 Daily average of 500 prisoners produced in 211 courts	A daily average of 1090 inmates delivered to 211 courts; 01 bus procured to transport inmates to court in Kampala	UPS	280,000	280,000	171,592	Costing of items needs to be informed by market survey.
		2.3.5.28 Support the session system	Remand to convict ratio increased from 52% to 55.4%; 121 court sessions were held in 213 courts.	UPS	500,000			Performance of this activity is highly influenced by other agencies in the sector (Police ,DPP, Judiciary)
			Length of stay on remand maintained at 11.4 months for capital offenders and reduced to 3 months for petty offenders.; All sessions monitored.	UPS	28,000	28,000	28,000	Budget was inadequate,monitoring and evaluation of most court sessions was not physically done.

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.3.5.29 Provide civil litigation witness fund to improve court attendance by govt witnesses	Witness fund setup. Govt witnesses facilitated in 64 Civil suits against the Attorney General out of which 12 cases worth 19.8bn and \$2M were lost and 28 cases were won, Government saved Shs.3.2T and \$3.9M.	MojCA	80,000	80,000	80,000	
		2.3.5.30 User committee meetings held for all the regional sub registries, in Mbarara, Arua, Gulu, Kampala and Mbale	9 meetings held for user committee	TAT	50,000	34,500	34,500	
			9 meetings facilitated	TAT	50,000	41,000	41,000	
	2.3.6 conviction rates	2.3.6.1 Prosecution of cases at all levels of court	42 criminal cases were prosecuted in the court of Appeal sessions, 2047 cases from 55 High court sessions and 141322 cases in the Magistrate's court. Overall conviction rate was 53%.	DPP	800,000	680,644	680,644	Most witnesses are too fearful to testify against wealthy or powerful suspects. Witness protection mechanisms should be explored. It is not easy to accurately estimate case costs as one case may result to more other cases during prosecution.

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.3.6.2 Train 75 staff in relevant areas (i.e in legal & management skills, local and abroad)	70 Officers were trained in legal, Human Rights and management skills, both locally and abroad (i.e. in Uganda, Botswana, Maputo-Mozambique and Melbourne-Australia, Netherlands, Zanzibar, UK, Nairobi-Kenya, Croatia, Denmark, Thailand, Namibia, South Africa, UK , Tanzania, Kuala Lumpur & Ireland while 5 staff are under going training within Uganda at MUK, UMI, Busoga and Bugema Universities)	DPP	100,000	99,279	99,279	There is need to allocate more resources to the training component to enable officers acquire skills that match with the changing crime world and be able to apply modern managerial skills in their operations.
		2.3.6.3 Facilitate institutional case management committee	35 stations were visited and 496 cases were weeded out.	DPP	28,000	27,730	27,435	More staff should be recruited and staff skills enhanced to reduce on the growth of case backlog

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	2.3.7 average time spent by children in detention before sentencing	2.3.7.1 Provide for facilitation of witnesses in criminal matters and cases involving children (family division) at all Court levels	Witnesses facilitated.	Judiciary	240,000		61,397	
Subtotal					7,033,074			
2.4 User empowerment services	2.4.1 Proportion of cases settled using ADR	2.4.1.1 Joint training of State Attorneys to promote use ADR in legislation. Attendance of arbitration sessions	Pending total release of funds.	MojCA	100,000	80,000	80,000	
		2.4.1.2 Handling 100 estates cases using ADR	1360 family arbitrations handled. 167 estates of the deceased were inspected.	MojCA	50,000	50,000	50,000	
		2.4.1.3 Support to CADER		CADER	200,000			
		2.4.1.4 Train Bar Course students on ADR, Train Judicial Officers and police in Reconciliation.	10 students were attached to 6 districts and were able to do advocacy on land matters, represent clients in courts	LDC	80,000	15,000	16,000	
		2.4.1.5 Print 5,000 copies ADR rules	Procurement at tendering stage but awaiting balance of allocated funds.	Judiciary	30,000	30,000	-	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned	
		2.4.1.6 Mediation in each of the Divisions-Land, Family and commercial and Civil.	Support to mediation given.	Judiciary	200,000	200,000	87,500		
	2.4.2 Civic education	2.4.2.1 Country wide civic education on administration of justice	41 radio talk shows held	JSC	380,000	72,000	72,000	72,000	Currently, talk shows are limited to a few urban areas: we need to roll it out to reach a wider section of the population.
4,455 Citizen Handbooks printed			JSC	64,000		63,981	The cost of first time prints required pre-printing plates which increased the cost per unit .		
29 workshops held		JSC	92,684	92,684		Funds for all the workshops could not be released yet this is a good medium for disseminating information to the people. More funds needed to be committed to this activity			
4 civic education programmes held		JSC	48,000	47,883		the budgeting was under costed. The activity requires more funds			
8 prison civic education programmes done		JSC	60,000	60,000					

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			Drama skit produced and submitted to the Commission	JSC	15,000	15,000	15,000	
			Activity to be performed. Funds already disbursed	JSC	24,000	24,000	24,000	the activity was undercosted. A holistic approach is needed for the urban population
		2.4.2.3 Monitoring and Evaluation activities	M&E Trips were conducted in Luuka, Buyende, Kiyandongo, Masindi	JSC	16,000	16,000	16,000	
		2.4.2.4 Purchase of motor vehicle for PPU.	Vehicle No. UG 0515J delivered to the Commission	JSC	60,000	60,000	60,000	
		2.4.2.5 Hold 10 regional workshops in Kampala, Arua, Mbarara, Mbale and Gulu. 2 Workshops conducted per quarter	5 Workshops held	TAT	30,000	30,000	30,000	
	2.4.3 Number of laws simplified and translated				-			
Subtotal					1,257,000			
2.5 Vulnerability profiled and discrimination in access eliminated	2.5.1 Number juveniles arrested per 100,000 of the child population	2.5.1.1 Train 130 CFPOs in data collection and management.	Trained 130 CFPO in data collection, analysis and decimation	UPF	40,000			
	2.5.2 % of juveniles	2.5.2.1 Bar course student		LDC	25,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	diverted from formal judicial proceedings	attachments in hard to reach areas		LDC	5,000			
		2.5.2.2 Facilitate fit persons, Train police, and judicial officers	180 fit persons facilitated in Iganga, Lira, kampala, Masindi, Kibaale. 35 officers trained.	LDC	100,000	50,000	50,000	Fit persons are now called villages lawyers who handles children related cases thus high number of juveniles handled
		2.5.2.3 Reconciliation and legal aid provision	1340 cases reconciled in the courts of lira, Makidye, uganda RD, KCC, LDC court, kasangati, Kira, Kajjasi, entebbe, Kibaale, Fortportal, Masindi, Matunga, Nabweru	LDC	100,000	125,000	125,000	If more number of studens are deployed more cases will be reconciled hence reduction in case backlog
	2.5.3 proportion of small claims settled within set time standrds	2.5.3.1 Print 10,000 copies of the Small Claims Procedure brochures, user guides and posters	Copies were printed as planned	Judiciary	30,000	30,000	-	
		2.5.3.2 Roll out Small Claims Procedure in 8 courts	Small Claims Procedure launched in March 2013 in 6 Chief Mgistrates Courts across the country which include Mbale, Masaka, Kabale, Arua, Mengo and Lira. Preparations for roll out of Small Claims Procedure are underway,	Judiciary	20,000	20,000	13,615	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			awaiting gazette of the courts. Training of court staff was done and sensitization materials printed.					
	2.5.4 vcases registered and disposed by LCC	2.5.4.1 Juveniles produced in court and reintegrated in communities		MoGLSD	100,000			
	2.5.5 Number of children on remand per 100,000 child population	2.5.5.1 Juveniles produced in court and reintegrated in communities		MoGLSD	100,000			
		Support to LAP - ULS for follow up on case of juvenile in the remand homes	A total of 85 cases were handled during this reporting period - 75 of whom were male and 9 were female.	ULS	20,000	25,000	30,345	Reduction in the case backlog in the juvenile courts and capacity support to juvenile justice in Uganda
	2.5.6 Proportion of Juveniles resettled upon release	2.5.6.1 Juveniles reintegrated in communities		MoGLSD	20,000			
	2.5.7 Proportion of juveniles receiving non custodial sentences	2.5.7.1 Counselling, community service for child offenders	764 Juveniles diverted and counselled by fit persons and social workers	LDC	60,000	92,099	84,000	It cheapest, easiest, human way of handling juveniles

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
					620,000			
2.6 Capacity to prevent and respond to crime enhanced	2.6.1 Number of investigated to registered cases	2.6.1.2 Train 300 crime intelligence officers.	The first group of 250 crime intelligence officers is slated for mid August 2013 at PTS Kabalye	UPF	100,000	80,000	33,257	
		2.6.1.3 Strengthen case committees in the Districts	Supported all the CIID units in coordination of activities and respons to investigations	UPF	112,000	80,000	20,000	
		2.6.1.4 Strengthen Crime data management of CID		UPF	50,000	50,000	50,000	
		2.6.1.5 Strengthen Forensic investigations through medico-legal strategies	Supply contract awarded for sexual assault kits. Awaiting Delivery of kits	MIA	50,000	40,000	-	Delays in initiating procurement affected this activity
		2.6.1.6 Continue Piloting DNA crime databank. to Improve forensic intelligence	Supply contract awarded for Buccal Swabs Awaiting Delivery of items	MIA	80,000	70,000	-	Delays in initiating procurement affected this activity
		2.6.1.7 Support to post mortem examinations	Supported Pathologists conduct 960 Postmortem examinations	UPF	50,000	50,000	50,000	The funds is little considering the number of death is in the FY 2012-13 was 4,161. There is need to increase funding in this area

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.6.1.8 Support for SGBV examinations	3,840 victims were examined	UPF	100,000	100,000	10,000	The funds is little considering the number of defilement and rape victims who are on the increase. In the FY 2012/13 8,606 cases of both defilement and rape were recorded. There is need to increase funding in this area
		2.6.1.9 Printing and dissemination of Police Form 3	155 reams of PF3a, 160 reams of PF3b and 124 reams of PF24 were procured and distributed to all units.	UPF	30,000	30,000	-	
		2.6.1.10 Maintenance and calibration of scientific equipment	2 Call-off orders for DNA consumables delivered and service contract for DNA equipment cleared by Solicitor general for signature	MIA	240,000	220,000	95,000	
		2.6.1.11 Procure AFIS machine for figure prints	A concept paper for AFIS is before PAC for approval	UPF	500,000	102,000	-	Despite the urgent need for the AFIS system to be in place, the concept of its operation is still not very clear. A consultant needs to be procured to drive this project forward
		2.6.1.12 Investigation of SGBV cases in 16	4,400 cases of SGBV were investigated	UPF	160,000	145,764	146,764	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		police regions	country wide					
		2.6.1.13 Improve office and laboratory health and safety	Bids for procurement of biowaste segregation bins under evaluation	MIA	50,000	50,000	-	Delays in initiating procurement affected this activity
		2.6.1.14 Investigators manual developed	A zero draft CID investigation manual developed. Awaiting final editing and approval by PAC	UPF	50,000	50,000	50,000	
		2.6.1.15 Cyber crime and anti-corruption investigations	Contract for supply of Forensic Data Recovery system awarded and awaiting delivery of system.	MIA	100,000	70,000	-	Delays in initiating procurement affected this activity
	2.6.2 Number of cases diverted after investigations							
	2.6.3 adult rates of recidivism	2.6.3.1 Offender monitoring devices in maximum and high security prisons	Escape rate rate reduced from 9.5/1000 to 8.4/1000 held offenders. CCTV cameras were procured and installed at Kigo prison.	UPS	50,000	50,000	50,000	CCTVs are key in monitoring offenders and reducing escapes especially in Maximum and medium security prisons.

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.6.3.2 Offender reintegration and follow-up NCSP	883 offenders were counselled, 600 home visits covering 166 offenders were made and 47 reconciliatory meetings held. A total of 66 peer support persons were trained on offender support.	MIA	50,000	31,500	31,500	
		2.6.3.3 Skills training for reintegration of reporters	Trained 90 reporters and victims in agricultural management skills (30 in Labongo-Layamo SubCounty Kitgum DRT, 30 in Kasese DRT and 30 in Yumbe town council in Arua DRT) the trained beneficiaries were provided with tools and inputs. 10 reporters and victims trained in metal fabrication and provided with tool kits. Provided 2 maize mills to 40 reporters and victims reintegrated	MIA	150,000	70,410	70,410	The activity is vital for the reporters who are now in the communities especially those who were unable to continue with formal education. Needs assesment was very important as it guided on the skills reporters required. Economic reintegration through skills training is important since it empowers the reporters and victims to be self reliant

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.6.3.4 Setup 10 offender rehabilitation projects and support 20 existing ones	Project kits were delivered in Gulu, Lira, Kaliro, Bukedea, Ngora, Kasese, Mpigi, Mityana, Buikwe, Nabweru, Kiruhura and Bushenyi. 3 Districts of Mukono, Kayunga & Lyantonde) received project kits for tree planting and brick making. 21 projects (19 for tree planting and 2 for brick making) were supported with seeds, pooting bags, equipment, financial support and technical advice. 20,055 seedlings were also distributed to various institutions. 29,000 bricks were made i Rukungiri and Kiryadongo. A total of 1923 offenders were placed on these projects	MIA	50,000	50,000	50,000	
	2.6.4 juvenile rates of	Training remand home staff		MoGLSD	50,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	recidivism	Development of policy of management of remand homes		MoGLSD	50,000			
	2.6.5 % of convicts on formal adult literacy programmes	2.6.5.1 Establishing and furnishing Correctional education classrooms - in Gulu, Moroto, Jinja(M), Masindi, Prisons;	01 Correctional education classroom block constructed in Gulu. Construction is complete, painting is ongoing; 1,117 prisoners undergoing Primary education; 329 in Secondary and 101 inmates at tertiary. 2010 inmates enrolled for FAL.	UPS	50,000	50,000	50,000	Need for market surveys to estimate the actual costs.
	2.6.6 % of prisoners engaged in rehabilitation programmes	2.6.5.2 Procure a tractor for prison farms	Prisons farm contribution to prisoners' maize feeding requirements increased from 25% to 30%; procurement of a tractor for Patiko is at evaluation stage.	UPS	150,000	150,000	150,000	Implementation of this activity was affected by the lengthy procurement process.

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	2.6.7 Number of petty offenders sentenced to community service	2.6.7.1 Facilitate 112 District Community Service Committees	A total of 112 Courts in 103 districts were facilitate to conduct targeted mini-sessions, monitor programme activities and foster coordination through DCSC meetings	MIA	320,000	254,000	243,404	
		2.6.7.2 Community sensitisation on community service programme	UBC has for a month aired TV scrolls and news bites on Community Service	MIA	50,000	50,000	50,000	
		2.6.7.3 Social inquiry reports NCSP	A total of 3,150 Social Inquiry reports prepared for offenders accounting for 37%. Training held for 20 volunteers on social Reintegration	MIA	60,000	40,000	40,000	
		2.6.7.4 NCSP offenders monitoring	Tender awarded awaiting clearance	MIA	75,000	75,000	12,923	
			29 radio talkshows have been conducted on UBC, Channel 44 TV, Radio Baba, Ebenezer, Top radio, Voice of Life	MIA	60,000	13,000	13,000	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			and NBS FM					
			Monitoring for compliance was conducted in 10 districts. A total of 103 abscondee were reported out of whom 56 re-arrests were made. 10 staff were trained in Database management	MIA	25,000	11,000	11,000	
		2.6.7.5 Training of placement supervisors NCSP	578 placement supervisors were trained in Mitooma, Gulu, Rukungiri, Kalungu, Wakiso, Buikwe, Kaliro, Malaba, Hoima and Lira. 35 probation officers, 111 CIID cadets and 40 magistrates were trained	MIA	50,000	25,000	25,000	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	2.6.8 Increase in police to population ratio measured against the baseline	2.6.8.1 Recruit 2500 police officers	No recruitment done	UPF	200,000	100,000	-	Government did not grant permission to recruit despite recommendation by cabinet. The money has been re planned for skills development for 200 NCOs and 12 Regional Resource Management officers and is pending approval
	2.6.9 Prisoner warder ratio	2.6.9.1 Recruit and train 700 staff	Staff prisoner ratio reduced from 1:6 to 1:6.7; Ministry of public service and finance declined to give authority to UPS to recruit and train new staff. However, UPS provided basic training to 400 former LAPS; 297 former LAP staff trained in Human rights, Refresher course for 54 chief warders and command course for 101 officers conducted;	UPS	500,000	390,000	390,000	There is an urgent need for recruitment and training to be conducted. Reduction in staffing affects safety and security of both prisons and the public and chocks service delivery; Training of former LAP has improved human rights observance.

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	2.6.10 Number of illicit guns recovered and destroyed	2.6.10.1 Mark arms in 3 divisions of UPDF, 5 Regions of UPS, 6 Regions of ISO, 10 private security companies and all civilian licensed firearms.	Marked arms of UPF in Western, Mid West, North West, Northern, Mid Eastern, North Eastern and Southern, Internal Security Organisation in Eastern, Mid Eastern, Southern, South West and Civilian in the South West	MIA	100,000	100,000	100,000	Stock pile management improved
		2.6.10.2 Capacity building for CEWERU /peace committees in Karamoja and neighbouring districts	Sensitized 160 District leaders (RDC,CAO, Traditional leaders, Religious leaders) in the districts of Abim,Agago,Bukedea,Bulambuli,Katakwi,Otuke,Kitgum, Lamwo on Conflict Early warning and Early Response. Trained 20 district leaders in CPMR (Conflict, Prevention, Management,and Resolution) in the districts of Abim,Agago and Lamwo to follow. Supported District Committees of Kotido and Kaabong to hold	MIA	50,000	47,000	47,000	Information flow towards conflict management and resolution has improved

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			planning meetings.					
		2.6.10.3 Train 35 Data entry officers from UPDF, UPF, UPS and ISO and procure computers to operationalize the Central firearms registry.	35 participants from UPDF, UPF, UPS, NFP and ISO were trained in firearms record and data management	MIA	20,000	20,000	20,000	
			Procured five computers	MIA	10,000	10,000	10,000	
				MIA	15,000	15,000	15,000	
		2.6.10.4 Collect and conduct destruction of obsolete, recovered and expired firearms and ordinances.	Motorvehicle procured and registration already done	MIA	120,000	120,000		
			Destroyed 15 tons of obsolete redundant and unservice able guns of UXOs in Karama - Kabama	MIA	60,000	37,500	37,500	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	2.6.11 Reduction in illegal entry in the country	2.6.11.1 Reduction of illegal stay	612 immigration offenders arrested and investigated, 114 illegal immigrants were removed from the country, 16 suspects were successfully prosecuted	DCIC	50,000	40,000	40,000	Strengthening the operations of immigration regional offices by establishing magisterial areas could help prosecute illegal immigrants.
		2.6.11.2 Enhanced inspections and investigations of aliens' immigration and facilities		DCIC				75,000
					4,112,000			
2.7 Access to transitional justice enhanced	2.7.1 enhance transitional justice	2.7.1.1 Investigate 14 cases of war crimes in Northern, Eastern and Western Uganda	5 case files have been completed and submitted to DPP	UPF	70,000	70,000	70,000	
		2.7.1.2 Support to witnesses, victims	1269 witnesses were prepared for court	DPP	20,000	19,640	19,640	There is need to fasttrack legislation on protection of witnesses and victims of crime
					90,000			
2.8 Legal aid policy and law implemented	2.8.1 Proportion of persons in need of legal aid accessing legal aid services	2.8.1.1 Roll out Para-legal Advisory Services to 20 stations; decongest prisons; reduce remand population	Paralegal Advisory services rolled out to 10 sites; basic legal advise offered to 22,000 inmates; remand to convict ratio increased from 52% to 55.4%; congestion levels increased to from 231% to 251%.	UPS	50,000	25,000	25,000	The increase in congestion was due to the increase in prisoners' population by 14% during the reporting period compared to 5% increase in prison s holding capacity; There is need to strengthen community services to reduce

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			This was due to a 14% increase in the prisoner population.					congestion levels.
		2.8.1.2 4000 indigent persons receive legal aid,	A total of 8359 clients were handled during this reporting period 3668 of these clients were old while 4691 were new clients.	ULS	80,000	60,480	54,691	There were no deviation. We learnt that the we did not have control in some situations for example the detrmination of hearing of criminal cases largely depended on other sectors like courts, prisons and police who have ot work together to administer justice.
		2.8.1.3 Finalise and implement Legal Aid Policy and Law	Draft Legal policy prepared.	MoJCA	70,000	35,000	35,000	
		2.8.1.4 pickup for inspection of law firms and supervision of Legal Aid service providers	Vehicle was procured as planned.	MoJCA	80,000	80,000	80,000	
		2.8.1.5 Support to Justice Centres Uganda to provide Legal Aid Services		Secretariat-2	63,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		2.8.1.6 Outreach through mobile clinics, radio talk shows, and Ask Your Lawyer News clips, and Press Releases	13 radio talk shows held countrywide and community sensitisations carried out in 5 districts in Uganda	ULS	30,000	35,000	35,522	The main challenge faced was the poor road network which rendered some places almost inaccessible.
		2.8.1.7 Monitoring and supervision of Legal Aid Providers across the country	20 Legal Aid service providers were monitored and supervised	MoJCA	40,000	40,000	40,000	
					413,000			
Outcome 2: Sub Total					32,155,018			
OUTCOME 3: PROMOTION OF THE OBSERVANCE OF HUMAN RIGHTS AND ACCOUNTABILITY								
3.1 Human rights observance in JLOS institutions	3.1.1 Compliance with human rights obligation	3.1.1.1 Proportion of prisoners with at least 2 pairs of uniform increased from 10% to 20%	A daily average of 35,565 inmates provided with basic necessities(food, clothes and medical care);prisoners provided with a pair of uniform each,3 meals a day and medical care.	UPS	150,000	144,780	144,780	A continous increase in the prisoners'population affected the budget; Additional pairs of uniforms were provided under GOU.
		3.1.1.2 Countrywide weeklong event to commemorate Rule of Law Week	A Rule of Law week held from the 8th to the 11th of October 2012	ULS	20,000	20,000	20,000	Enhancing public knowledge of their legal and human rights
		3.1.1.3 Production of human rights report		UHRC	50,000			
				UHRC	30,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		3.1.1.4 Conduct baseline survey on human rights observance	Conducted the research and report made	UPF	50,000	50,000	47,678	
		3.1.1.5 Constitutional education		UHRC	100,000			
		3.1.1.6 Decongestion of prisons through Presidential Prerogative of Mercy and functional parole system	Presidential Prerogative of Mercy Committee was instituted and convened. Meetings and investigations on going	MoJCA	160,000	91,729	91,729	
		Review of ULS Strategic Plan 2011-2015	The ULS Strategic Plan was reviewed and recommendations made.	ULS		5,000	5,000	ULS Strategic Plan reviewed according to plan and recommendations made for better use of the same
		3.1.1.7 Strengthen integrity in the legal profession	A survey was conducted in the East, West and Northern regions of Uganda	ULS	20,000			
		3.1.1.8 Sensitisation workshops for government officials on breach of contracts and violation of human rights	Activity to be undertaken during launch of regional office and after total release of funds	MoJCA	150,000	100,000	100,000	
			Manuals developed and printed	MoJCA	50,000	50,000	50,000	
		3.1.1.9 JLOS reviews on human rights observance		UHRC	40,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	3.1.2 proportion of police units with functional human rights committees	3.1.2.1 Human Right desk for UPF	Created a Directorate of Human Rights and Legal services instead of establishing a desk	UPF	10,000	10,000	10,000	
		3.1.2.2 Open up 5 PSU offices in Lira and Soroti	Procured and delivered	UPF	15,000	15,000	13,300	
			Procured and delivered	UPF	17,500	17,500	17,500	
			Procured and delivered	UPF	25,000	25,000	25,000	
			Procured and delivered	UPF	45,000	45,000	45,000	
	3.1.3 proportion of prison units with functional human rights committees	3.1.3.1 train staff in investigative skills	28 staff were trained in investigative skills.	UPS	20,000	20,000	20,000	Prisons intelligence is key for maintaining safety and security.
		3.1.3.2 Visiting justices appointed; inspection committees established and facilitated in all regions to inspect prisons; development of policy guidelines on media, public relations and community liaison.	Sensitisation was made to all CAOs. Appointments of the visiting justices awaits final lists of nominees from the districts.	UPS	60,000	60,000	60,000	District leaders donot know their role in monitoring and supervision of government programmes.

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		3.1.3.3 Review and strengthen the complaint management system	The complaints management systems were strengthened by introduction of toll free lines which were published to all districts; All complaints raised were managed and handled accordingly.	UPS	10,000	10,000	10,000	Having channels of communication opened to the public improved service delivery.
	3.1.4 annual count of estates of deceased persons managed by administrator General wound up.							
	3.1.5 Count of prison units that have eliminated the bucket system increased by 20	3.1.5.1 Construct water borne toilets in 20 prison units; to reduce on prisons units with bucket system from 154 to 134 prisons	The bucket system will be reduced from 148 to 128; construction of water born toilets in 20 prisons is at final stages in all prisons.	UPS	400,000	400,000		Eliminating the bucket system in all prisons is vital for human rights observance; In order to eliminate the bucket system, resources need to be continuously channeled towards construction of water born toilets.
		3.1.5.2 Overhauling water and sanitation system at Tororo prison	overhauling water and sanitation in Tororo prison is at finishing stage.	UPS	100,000	100,000		
	3.1.6 Holding capacity of prisons increased				-			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	3.1.7 Annual count of cases of human rights violations disposed by tribunals	3.1.7.1 Carrying out and concluding backlogged investigations of cases in 9 regional offices		UHRC	90,000			
		3.1.7.2 Carrying out Circuit tribunal sessions in 9 regions on backlog cases		UHRC	200,000			
		3.1.7.3 staff training in human rights education and litigation		UHRC	28,000			
	3.1.8 Proportion of cases of human rights violations disposed through mediation	3.1.7.4 Carrying out mediation at all levels of complaints handling		UHRC	18,000			
	3.1.9 Compliance with the 48hr rule	3.1.7.5 Training 1,000 security agents		UHRC	90,000			
		3.1.7.6 Establish 20 databases in 20 Regions to help in profiling detainees	Delivered	UPF	10,000	10,000	10,000	
			Delivered	UPF	60,000	60,000	60,000	
			Data base developed	UPF	30,000	30,000	30,000	
	Yet to be fixed		UPF	3,000	3,000	-	The fixing has delayed because of shifting to the new Police Headquarters and unless the contractor hands over the building, nothing can be done	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			Yet to be fixed	UPF	32,000	32,000	-	
					2,083,500			
3.2 External JLOS accountability promoted	3.2.1 Incidences of torture in places of detention and other Government depts	3.2.1.1 Monitoring 300 police and 100 Prisons detention facilities by 9 regional offices		UHRC	45,000			
		3.2.1.2 Setup a HR databases		UHRC	40,000			
		3.2.1.3 Developed National Action Plan for Human Right		UHRC	40,000			
		3.2.1.4 Human Right desk for MoJCA	Human rights desk was setup.	MoJCA	10,000			
				MoJCA	20,000			
	3.2.1.5 Policy dialogue between UHRC and JLOS instructions		UHRC	20,000				
	3.2.2 Mortality rates in places of detention				-			
					175,000			
3.3 JLOS internal accountability promoted	3.3.1 proportion of entitled staff with access to house and clean water in police				-			
	3.3.2 Proportion of institutions with functional performance	3.3.2.1 Strengthen performance appraisal in the sector human	A refresher induction for all support staff was conducted.	Judiciary	50,000		26,076	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
	management standards	resource units	Performance appraisal training was carried out for officers at HQs and RSAs in Kampala stations, the Mid-Western region and Eastern Regions.	DPP	20,000	19,460	20,000	Performance reviews should be carried out regularly as this greatly helps in mentoring of officers and improvement of staff performance standards.
				MojCA	20,000			
			The appraisal has been planned to be conducted mid August 2013	UPF	50,000	50,000	-	
		3.3.2.2 Support to Human Resource managers forum		Secretariat-2	50,000			
		3.3.2.3 support to staff appraisal systems		Secretariat-2	70,000			
		3.3.2.4 Performance Management scheme piloted	The process of developing the Performance Enhancement Mechanism tool is on-going. A consultant (ESAMI) has already been contracted to deliver on this tool.	Judiciary	200,000		59,352	
		3.3.2.5 Production of Judiciary Annual Report	Preparations for production of the Judiciary Annual Report are underway.	Judiciary	50,000		10,000	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		3.3.2.6 Internal audit compliance		Secretariat-2	120,000			
	3.3.3 proportion of inspectors forum recommendations enforced	3.3.3.1 Support to strengthen inspection units		Secretariat-2	590,000			
		3.3.3.2 Joint Sector inspections		Secretariat-2	250,000			
	3.3.4 proportion of entitled staff with access to house and clean water in prisons				-			
					1,470,000			
3.4 Anti corruption measures in JLOS adopted	3.4.1 JLOS anti corruption strategy implemented	3.4.1.1 Public outreach programmes on anti-corruption	Barazas were held in Tororo, Jinja, Mbale and Iganga districts	JSC	60,000	60,000	60,000	More money is needed to roll this program throughout the country
			The funds were relocated to the interview process of the Chief Justice and Justices of the Supreme Court	JSC	25,000	25,000	25,000	
		3.4.1.2 Implement quickwins in the JLOS Anti-corruption strategy		Secretariat-2	200,000			
		3.4.1.3 Strengthening of the Complaints Mechanism		MojCA	24,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		3.4.1.4 Strengthen complaints receipt and handling system in 105 DPP offices [Strengthen inspectorate function]	65 complaints' boxes were procured and their installation is on-going.	DPP	40,000	39,640	19,500	For increased public perception of DPP services, the Directorate needs to adopt feedback mechanism (e.g. barazas) particularly for stakeholder who submit their complaints through suggestion boxes.
		3.4.1.5 Conduct annual joint integrity studies in five regions		Secretariat-2	200,000			
		3.4.1.6 Implementation of the decision of the Joint Integrity studies		Secretariat-2	80,000			
		3.4.1.7 Establishment of inquiry and information desk and Train staff in customer care	Activity was forwarded to first quarter of FY 2013/14	MIA	10,000	10,000	-	
		3.4.1.8 Ethics code in place, complaints system established		DCIC	40,000			
		3.4.1.9 Training of 50 UHRC staff on the JLOS Anti-corruption strategy (i.e. Management Committee, Unit heads and Senior		UHRC	25,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		Human Rights Officers)						
		3.4.1.10 Study and training of DPP	A workshop was held as planned.	DPP	50,000	50,000	50,000	Training for staff in anti corruption & white collar crime prosecution should be extended to cover areas such as forensics in cybercrime
	3.4.2 proportion of complaints against judicial officers disposed compared to registered complaints							
	3.4.3 disposal rate of corruption cases	3.4.3.1 Conduct needs assessment for corruption and white collar crime prosecution	Needs assessment activities need to be extended to areas such as application of human rights based principals in handling of criminal matters	DPP	10,000	10,000	10,000	Needs assessment activities need to be extended to areas such as application of human rights based principals in handling of criminal matters
		3.4.3.2 Conduct requisite trainings for staff in anti corruption & white collar crime prosecution	A workshop was held as planned.	DPP	10,000	10,000	10,000	Training for staff in anti corruption & white collar crime prosecution should be extended to cover areas such as forensics in cybercrime

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		3.4.3.3 Produce and disseminate copies of anti-corruption & cyber laws	130 copies of Cyber law books (20 copies of Electronic Media Act , 20 copies of Electronic signature Act 2010, 20 copies of Electronic Transactions Act 2011, 50 copies of Computer Misuse Act 2011 and 20 copies of Regulations of Interceptions of Communications Act 2010) 155 copies of Anti-corruption law books (20 copies of Local Government Financial and Accounting Regulations 2007, 20 copies of Financial Institutions Act, 50 copies of Anti-corruption Act 2009, 20 copies of The Whistle Blowers Protection Act, 25 copies of Public Procurement and Disposal of Public Assets Act 20013	DPP	10,000	10,000	12,833	This exercise should continue for both new and existing laws to cover all the DPP offices.

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
			and Amendments and Regulations and 20 National Agricultural Services Act-NAADS Act), 30 copies of grey volume and 20 copies of the 1995 constitution were procured and distributed.					
		3.4.3.4 Develop joint Action Plan for prosecution of corruption cases	This exercise should continue for both new and existing laws to cover all the DPP offices.	DPP	10,000	9,856	9,856	Whenever policies and plans are developed, all institutions involved should ensure implementation

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		3.4.3.5 Conduct prosecution led investigations and prosecutions of serious crimes	Prosecution-led investigations were carried out on 106 cases of which 22 were prosecuted and 76 case files perused as per details:- (OPM- 76 case files perused & 4 prosecuted, 7 Other high profile cases prosecuted, 63 Global fund cases investigated and 5 prosecuted, 43 NAADS cases investigated and 5 prosecuted, 1 case prosecuted in the ministry of Public Service. 66.7% conviction rate was realized).	DPP	150,000	145,562	145,562	It is not easy to accurately estimate case costs as one case may result into more other cases during prosecution.
	3.4.4 incidences of reported cases of corruption by JLOS officers	3.4.4.1 Planning, monitoring and Evaluation of regional offices	6 M & E visits conducted	TAT	10,000	32,500	32,500	
		3.4.4.2 Reprint and disseminate the simplified copy of the anti-corruption act [activity for ULRC - Whistle blower Act]	Copies printed and disseminated. Dissemination report finalised	ULRC	30,000			
					984,000			
3.5 Accountability in		3.5.1.1 Outreach		Judiciary	50,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
transitional justice promoted		3.5.1.2 Studies in transitional Justice	Taskforce in place and consultative meetings underway.	Judiciary	50,000		10,000	
		3.5.1.3 Protection of witnesses and preparation of witness	64 war crimes and terrorism cases' witnesses were prepared and interviewed.	DPP	50,000	50,000	50,000	There is need to fastrack legislation on protection of witnesses to help prosecution preparation of the witnesses for court
		3.5.1.4 Disposal of cases and witness support	140 International Crimes cases were registered and investigated, 95 prosecuted and 79 were concluded securing 34 convictions	DPP	30,000	15,000	15,000	There is need to fastrack legislation on protection of witnesses and victims of crime
		3.5.1.5 Study and training of DPP	30 Officers were trained in accountability management skills	DPP	50,000	49,099	49,099	Continious training is essential to ensure that the spirit of intergrity and accountability is maintained.
		3.5.1.6 International Crimes Division agencies [Case disposal, training,]	Nil. Funds transferred to Civil Justice.	Judiciary	50,000	-	-	
		3.5.1.7 Operationalisation of Transitional Justice policy		Secretariat-2	100,000			
		3.5.1.8 Fast track Transitional Justice policy		Secretariat-2	100,000			
		Subtotal					480,000	

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
3.6 JLOS communication strategy implemented	3.6.2 implementation of communication strategy	3.6.1.1 print and electronic media outreach programmes including standardisation of IEC materials		Secretariat-2	300,000			
		3.6.1.2 JLOS branded stationery		Secretariat-2	3,750			
				Secretariat-2	5,000			
				Secretariat-2	10,000			
				Secretariat-2	10,000			
		3.6.2.3 Support to the Commonwealth Judges and Magistrates Conference		Secretariat-2	50,000			
		3.6.2.4 Publish JLOS information guide		Secretariat-2	31,500			
3.6.2.5 Benchmarking and capacity building for sector management structures		Secretariat-2	220,000					
Subtotal					630,250			
Outcome 3: Sub Total					5,822,750			
PROGRAMME MANAGEMENT								
4.1 Secretariat staff facilitated to work	4.1.1 Functional sector secretariat	4.1.1.1 wages		Secretariat-1	1,915,759			
		4.1.1.2 administrative expenses		Secretariat-1	302,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		4.1.1.3 Staff continuous professional development		Secretariat-1	200,000			
4.2 Performance of JLOS assessed		4.2.1.1 Hold Annual Justice Forum		Secretariat-2	350,000			Affected by non-release of funds
		4.2.1.2 Hold Annual JLOS Review	16 th Review held	Secretariat-2	100,000			
		4.2.1.3 Carry out M&E Activities (Reporting, Surveys)	3 Joint M&E visits undertaken in Central Uganda, Albertine region and Kampala as well as the 1 st ever Joint leadership steering committee M&E	Secretariat-1	150,000			
		4.2.1.4 Facilitate sector meetings		Secretariat-1	150,000			
		4.2.1.5 Publication of reports		Secretariat-1	100,000			
		4.2.1.5 Review and implement JLOS Financial management strategy		secretariat-2	150,000			
		4.2.1.6 JLOS Secretariat IT services		Secretariat-1	120,000			

Outcomes/Planned Outputs	Planned output Indicators	Planned activities	Actual outputs	Institution	Approved Budget	Release	Expenditure	Lessons Learned
		4.2.1.7 Support towards implementation of undertakings/New JLOS development initiatives		Secretariat-2	150,000			
Sub total programme management					3,687,759			
Grand Total					48,934,359			

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