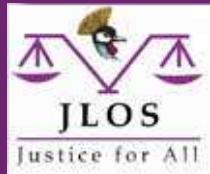




Third JLOS Strategic Investment Plan (2012-2017)

SIP III

Magazine



Special Edition

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Showcasing Achievements, Milestones and Success Stories



Public confidence in JLOS institutions steadily increasing
- Chief Justice

Every Shilling on JLOS has great return of investment -
ADC Boss, Mr Günter Engelits

Inside the JLOS House Project: An Overview

Pictorial



Speaker Rebecca Kadaga, is received by the Justice and Constitutional affairs Minister, Kahinda Otafiire as Attorney General, William Byaruhanga looks on at the 2017 New Law year.



The Chief Justice Bart M. Katureebe addresses the media.



The Minister of State for Internal affairs, Hon. Obiga Kania and the Inspector General of Police, Gen. Kale Kayihura breaking ground for the Police Housing project in Naguru.



A delegation from Business Registration Services Kenya take a guided tour of URSB in Kampala after a Benchmarking visit.



Anatoli Muleterwa shows off his 2016 JLOS Human Rights Defender Award as he poses with Chief Justice Bart M. Katureebe (L) and the Minister of Justice and Constitutional Affairs, Kahinda Otafiire.



A customer care desk at Buganda Road Chief Magistrates Court.

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Entrenching a pro-people justice system

Since 2012, the Justice Law and Order Sector (JLOS) has successfully implemented the Third Strategic Investment Plan (SIP III). JLOS was initiated by the Government of Uganda in 1999 to reform Uganda's justice system by addressing systemic challenges of access to justice, human rights, accountability and the rule of law.

The Sector is made up of 18 member Institutions collectively focusing on a holistic approach to improving access to and administration of justice through the Sector-wide approach to planning, budgeting, programme implementation, monitoring and evaluation.

JLOS, during the SIP III implementation period (2012 – 2017), embarked on numerous reforms to increase public confidence and trust in the justice system as well as improve user satisfaction for services offered by JLOS institutions. This was achieved through three core outcome areas of: strengthening policy and legal frameworks for effectiveness and efficiency; enhancing people's access to JLOS services, and driving the country towards deeper observance of human rights while promoting institutional and individual accountability.

Throughout the SIP III time frame, the

Justice, Law and Order Sector, with measurable success worked on establishing its services as core and primary factors of economic growth, employment and prosperity in Uganda.

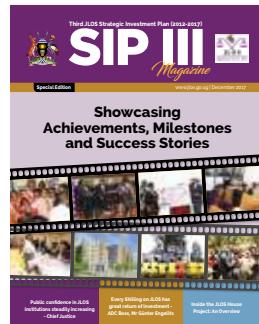
In line with its "pro-people justice system" mantra, JLOS continues to seek opportunities in the upcoming Fourth Sector Development Plan (SDP IV) to harness the performance of the last five years and leverage it into results that will transform the socio-economic fabric of Uganda as the country pursues Middle Income status.

This SIP III Commemorative Magazine showcases JLOS success stories that span Sector performance

and achievements over the last five years. It is a celebration of a pro-people justice system agenda that has been the main driver of JLOS' incredible and transformative journey to ensure justice for all.

Enjoy!

JLOS, during the SIP III implementation period (2012 – 2017), embarked on numerous reforms to increase public confidence and trust in the justice system as well as improve satisfaction of users with services offered by JLOS institutions.



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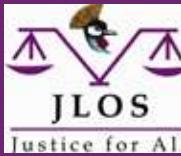
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JLOS at a glance

Overview

The Justice, Law and Order Sector (JLOS) is a Sector-wide approach adopted by the Government of Uganda in 1999 aimed at bringing together all the institutions with closely-linked mandates of administering justice, maintaining law and order, and human rights, to develop a common vision, policy framework, unified on objectives and plan over the medium term. JLOS focuses on a holistic approach to improving access to and administration of justice through the Sector-wide approach to planning, budgeting, programme implementation, monitoring and evaluation.

Vision and Mission

Vision : “Ensure that people in Uganda live in a Safe and Just Society.”

Mission: “To improve the safety of the person, security of property and access to Justice for inclusive growth.”

Values

The Sector upholds the following values:

- a) Participation, empowerment and ownership through mechanisms that enable all JLOS institutions to access and control structures and processes that transform their outputs into desirable Sector outcomes;
- b) Growth and equity in service provision to remove the gender, age, social and geographical disparities in the distribution of benefits from JLOS SIP III investments;
- c) Deepening and strengthening de-concentration in line with the overarching policy of bringing political and governance structures nearer to the people;
- d) Transparency in the partnership; accountability to stakeholders; and
- e) Excellence in implementation processes and outputs.

Overall Goal

“To promote the rule of law.”

The Sector, in its Third Strategic Investment Plan (SIP III), primarily aimed at promoting the rule of law and aspires to ensure that 70% of the population are satisfied with JLOS services and that public confidence in the justice system is increased from 34% in 2008 to 50% in 2017.

JLOS Member Institutions

The Sector comprises 18 Government of Uganda institutions, namely:

- ★ Ministry of Justice and Constitutional Affairs (MOJCA),
- ★ Ministry of Internal Affairs (MIA),
- ★ The Judiciary,
- ★ Uganda Police Force (UPF),
- ★ Uganda Prison Service (UPS),
- ★ Directorate of Public Prosecutions (DPP),
- ★ Judicial Service Commission (JSC),
- ★ The Ministry of Local Government (Local Council Courts),
- ★ The Ministry of Gender, Labor and Social Development (Probation and Juvenile Justice),
- ★ The Uganda Law Reform Commission (ULRC),
- ★ The Uganda Human Rights Commission (UHRC),
- ★ The Law Development Centre (LDC),
- ★ The Tax Appeals Tribunal (TAT),
- ★ The Uganda Law Society (ULS),
- ★ Centre for Arbitration and Dispute Resolution (CADER),
- ★ The Uganda Registration Services Bureau (URSB),
- ★ The National Identification and Registration Authority (NIRA).

Priority Focus Areas

★ Building on the successes of the First and Second Strategic Investment Plans (SIP II and I), JLOS from 2011/12 – 2016/17, implemented the Third Sector Strategic Investment Plan (SIP III).

★ SIP III was based more on the need to achieve clear results and impact aiming at the promotion of the rule of law. The Sector is thus focused on increasing public confidence and trust in the justice system as well as user satisfaction in the services offered by the Sector.

SIP III priority focus areas:

- a). Strengthening the Legislative and Policy Framework;
- b). Enhancing Access to Justice for the Vulnerable Persons especially the marginalized and the poor; and,
- c). Promotion of Human Rights and Accountability.

JLOS Management Structures

Leadership Committee

This is the Committee comprised of all Heads of Institutions and is responsible for political leadership and guidance to the Sector. It is responsible for the articulation of the JLOS Vision and Sector development policy.

Steering Committee

The Steering Committee is responsible for policy formulation, coordination; fund-raising, external accountability and quality assurance of JLOS results to the people of Uganda. Accounting officers / Permanent Secretaries make up the core membership of the JLOS Steering Committee.

Technical Committee

The Technical Committee comprises technical personnel from the JLOS institutions at Director-level or heads of departments. There is one representative from each of the JLOS institutions, with one alternate designated by each institution. The Technical Committee plays an oversight role, coordinates strategy and is responsible for the planning, technical direction and guidance; support and management of the programme.

Who we are: A snapshot of JLOS member institutions

JLOS brings together 18 Institutions, each of which has been variously supported by SIP III.



The Judiciary

The Judiciary comprises of the Supreme Court, Court of Appeal, High Court, and Subordinate courts including Qadhis courts. They administer justice by resolving disputes between individuals, and between the State and individuals while also interpreting the Constitution and the Laws of Uganda. Through this, the Judiciary is able to promote the rule of law, contribute to the maintenance of order in society, safeguard the Constitution, up-hold democratic principles and protect human rights of individuals and groups.



Uganda Police Force

Uganda Police Force

Police services aim to secure life and property in partnership with the public in a committed and professional manner in order to promote development. This is achieved by protecting life, property and other rights of the individual and maintaining security, public safety and order, as well as prevention and detection of crime.



Uganda Prisons Service

Ensuring safe secure and humane custody and effective rehabilitation of offenders is the core objective of the Uganda Prisons Service. It requires the Prisons Service to rehabilitate and re-integrate offenders, administer court-imposed sentences, and ensure the security of offenders. The Uganda Prisons Service also protects and respects the other rights of offenders while in custody and ensures that they attend trial and that they are properly taken care of.



Ministry of Internal Affairs

Ministry of Internal Affairs

The Ministry of Internal Affairs is mandated with the regulation and facilitation of exit and entry of all nationals. It is therefore charged with registering, and controlling and regulating movements of Ugandans and foreign nationals who enter, stay in or leave Uganda. The Government Analytical Laboratories provide specialized analytical and advisory services to Government Departments responsible for the administration of justice, Statutory Bodies, and researchers and the Private Sector. It also oversees the introduction of community service as an alternative sentence under the criminal justice system and spearheads its awareness among the general public.

Ministry of Justice and Constitutional Affairs

This Ministry is responsible for upholding the rule of law, driving forward the legal and justice system, and reforming and safeguarding the Constitution so that it serves the public effectively. It facilitates an effective and efficient machinery capable of providing a legal framework for good governance and delivering of legal advice and services to Government, its allied Institutions, and the public.



Ministry of Justice and Constitutional Affairs



Uganda Registration Services Bureau (URSB)

The Uganda Registration Services Bureau is an autonomous statutory body established by Chapter 210 Laws of Uganda in 1998. URSB was created to take over the functions of the Registrar General's Office. It is responsible for civil registrations, business registrations, registration of patents and intellectual property rights and other registrations required by law.

Law Development Centre

The Law Development Center (LDC) was established in 1970 by the Law Development Centre Act, as a Government-owned institution of higher learning responsible for "research, law reform, publications, law reporting and community legal services". LDC is managed by the Management Committee, which is responsible for policy formulation. The policies formulated by the Management Committee are implemented by the Director through various institutional departments.



Ministry of Local Government

The mandate of the Ministry is to guide, harmonize, mentor and advocate for all local governments in support of the overall vision of Government to bring about socio-economic transformation of the country. The objective of the department of the Local Council Development (LCD) is to provide necessary support to Local Councils for efficient and effective local governance.

Ministry of Gender, Labor and Social Development

The Ministry of Gender, Labour and Social Development in collaboration with other stakeholders, is the leading and coordinating agency for Community empowerment, protection and promotion of the rights and obligations of specified vulnerable groups for social protection and gender responsive development. The Ministry is under the political leadership of the Minister of Gender, Labour and Social Development, and four State Ministers for Gender and Culture; Elderly and Disability Affairs, Youth and Children's Affairs, and Labour, Employment and Industrial Relations.



Ministry of Gender, Labor and Social Development



Uganda Law Society

The Uganda Law Society (ULS) is an association of lawyers charged with ensuring high levels of professionalism among lawyers in Uganda. The Uganda Law Society was formed by an Act of Parliament, 1956. The ULS is governed by an Executive Council with representatives from each of the four regions of Uganda. The mission of ULS is to improve the professional standards of members of the Legal Profession, and to promote Human Rights, and the Rule of Law in Uganda by assisting the Government and the Judiciary in the administration and practice of Law for the benefit of the people of Uganda.

Office of the Directorate of Public Prosecutions (ODPP)



The ODPP provides legal advice relating to the investigation and prosecution of criminal cases. It therefore coordinates and manages prosecution of criminal cases by examining criminal cases before they are registered in the Courts and during prosecutions in court.

Directorate of Citizenship and Immigration Control

The services offered by the Directorate of Citizenship and Immigration Department can be summarized as issuance of the following; Ugandan Passports; Special Passes; Entry Permits (Work Permits); Dependents Passes; Pupils Passes; Certificates of Residence; Granting of Citizenship; and Visas



Uganda Human Rights Commission



The Uganda Human Rights Commission (UHRC) was established under the Constitution of the Republic of Uganda, 1995. The decision to establish a permanent body to monitor the human rights situation in the country was in recognition of Uganda's violent and turbulent history that had been characterized by arbitrary arrests, detention without trial, torture and brutal repression with impunity on the part of security organs during the pre and post-independence era. The UHRC serves to monitor and advance human rights in Uganda.

Judicial Service Commission

The Commission is responsible for the recruitment of competent Judicial Officers and also carries out civic education targeting the entire public. In addition, it researches into the justice system as well as supervises, monitors and inspects justice dispensation in the country.



Uganda Law Reform Commission

The Commission constantly studies and reviews the Acts and other laws of Uganda with a view to making recommendations for their systematic improvement, development, modernization through reform and revision. This aims to establish an up to date and adequate legislative environment.

Tax Appeals Tribunal

The Tribunal was set up by an Act of Parliament as a specialized Court to provide the taxpayers with easily-accessible, efficient and independent arbitration in tax disputes with URA. This is part of Government's efforts to provide a conducive environment to doing business in Uganda so that investors can develop confidence in the economy. TAT therefore enhances taxpayer compliance and smoothens revenue collection in the long run.



National Registration and Identification Authority

NIRA is mandated to create, manage, maintain and operationalize the National Identification Register. This is done by: Registering all citizens of Uganda; Registering non-citizens of Uganda who are lawfully resident in Uganda; Registering births and deaths, assigning a unique National Identification Number to every person registered; and Issuing National Identification Cards and Aliens' Identification Cards to all registered persons.

JLOS at forefront of pro-people Justice System in Uganda

Government through JLOS is steadily making justice for all a reality for all Ugandans

By Edgar Kuhimbisa

The Justice, Law and Order Sector (JLOS) has been at the forefront of reforming Uganda's justice system since its inception in 1999. Seventeen (17) years on, the achievements, milestones and success stories are visible – challenges notwithstanding.

From reforms in commercial justice (establishment of the commercial court in 1999), to the good legislative and policy environment, unprecedented infrastructure development (construction of numerous justice centers across the country), to award-winning innovations (small claims procedures, alternative dispute resolution mechanisms, sentencing guidelines, plea bargaining et cetera) – the Sector is on course in its bid to create a pro-people justice system in Uganda.

It is however important to further examine how "pro-people" the workings of the Sector are. Pro-people in this context is that JLOS has over the years strived to champion the cause of the vulnerable, the poor and generally

those who are disadvantaged in different ways – financially, socially and even physically.

So how pro-people has JLOS been? In recognition of the challenges experienced by small business owners in Uganda, there are now mechanisms (small claims procedures) in the Judiciary to resolve commercial disputes involving amounts less than Sh10 million. This means that there are now simple and quick mechanisms for a trader in Kikuubo to seek legal redress in the event of a financial dispute with another party. A girl child or juvenile in Kalisizo who has been defiled can be legally and psychologically assisted – thanks to the Justice for Children Programme (J4C) being implemented with support from Unicef. An indigent



Members of the public attending a JLOS Open Day.

widow in Lira is now legally empowered to inherit property without fear of it being grabbed by selfish individuals – all because of free legal aid services offered by Justice Centres Uganda (a project of the Justice, Law and Order Sector supported by the Democratic Governance Facility) across the country. With the numerous Justice centres spread across the country, physical access to justice has been greatly improved. The concept of a justice centre is that a police station, the Office of the DPP (Resident State Attorney) and the Court, exist in very close proximity (as a complex/one-stop centre) to reduce the time it takes for users to move from one entity to another



and enhance efficiency in delivery of justice. Therefore an old man from the village of Nyakigera does not have to walk miles upon miles from a police station (reporting a case) to a court (hearing of the case). All these services and more are contained in one single complex at Isingiro Justice Centre opened in 2014. During my recent visit to this justice center last month, I was excited at the level of coordination between the various district players on matters of justice and the rule of law. The Isingiro District Chain-linked Committee (another innovation of the Sector) meeting held during my visit was a true embodiment of communication, corporation and coordination

between JLOS institutions that should be emulated across Government. What was most interesting was the active participation of the locals and their leaders (religious and political). I left with a renewed belief in our systems amidst all the challenges that are well known.

With considerable investments in physical infrastructure ("hardware"), JLOS is steadily addressing issues of service delivery, human capacity, customer care, integrity and accountability (the "software" components). A recent report titled 'Justice Needs in Uganda,' authored by the The Hague Institute for the Innovation of Law, that was launched at Protea Hotel in Kampala in April 2016, provides insights into the day to day justice needs of ordinary Ugandans. The findings of this report also point to various solutions that can make our justice system function better. For example, there is need for JLOS to come up with innovations that ensure access to information to small and medium enterprises (SMEs) at an affordable cost through availability of legal information. This will drive local business to increased productivity.

We also need to empower users of our justice system with the means to solve disputes with minimal contact with JLOS institutions through use of technology (self-service options).

The Justice, Law and Order Sector should also be supported to empower traditional/informal justice systems with the means to decongest state (formal) institutions. On this issue in particular, we can pick lessons

from the Primary Health Care (PHC) system where patients are first treated at lower-level health care centres (by paramedics) with complicated cases pushed up the chain to hospitals through referrals.

Maybe it's high time the Justice, Law and Order Sector came up with "Primary Legal Care" (PLC) to address various issues of access to justice in Uganda. The Local Council Courts and our traditional systems (clans) modeled on our traditions and beliefs can be very interesting platforms to advance this aforementioned "Primary Legal Care" cause. All we need is the goodwill of all stakeholders but most importantly strategies and protocols that will provide the architecture for PLC (for example how "diagnosis" of a legal question or situation is executed and how justice is dispensed et cetera).

Why local council courts? Because LCCs especially at LC1 level are accessible to the ordinary people and have the capacity to deliver justice (especially on family and land matters) quickly particularly for the vulnerable people. This also calls for collaboration between the formal and informal justice system.

The Justice, Law and Order Sector is already leading efforts to strengthen the capacity of Local Council Courts in partnership with the Ministry of Local Government. It is therefore fair to say that JLOS' position as a unifying factor of 18 Government Institutions with shared mandates and objectives gives it the legitimacy to make justice for all a reality for all Ugandans. ■

Public confidence in JLOS institutions steadily increasing

The Justice, Law and Order Sector (JLOS) has in the past few months been developing the Strategic Development Plan IV (SDPIV-2017-2021) to replace the Third Strategic Investment Plan III (SIP III). We caught up with the Chairperson of the JLOS Leadership Committee, Hon. the Chief Justice Bart M. Katureebe, to pick his views on the performance of the Justice Sector, SIP III and what SDP IV will bring for the Sector and the ordinary Ugandan in the next three years.

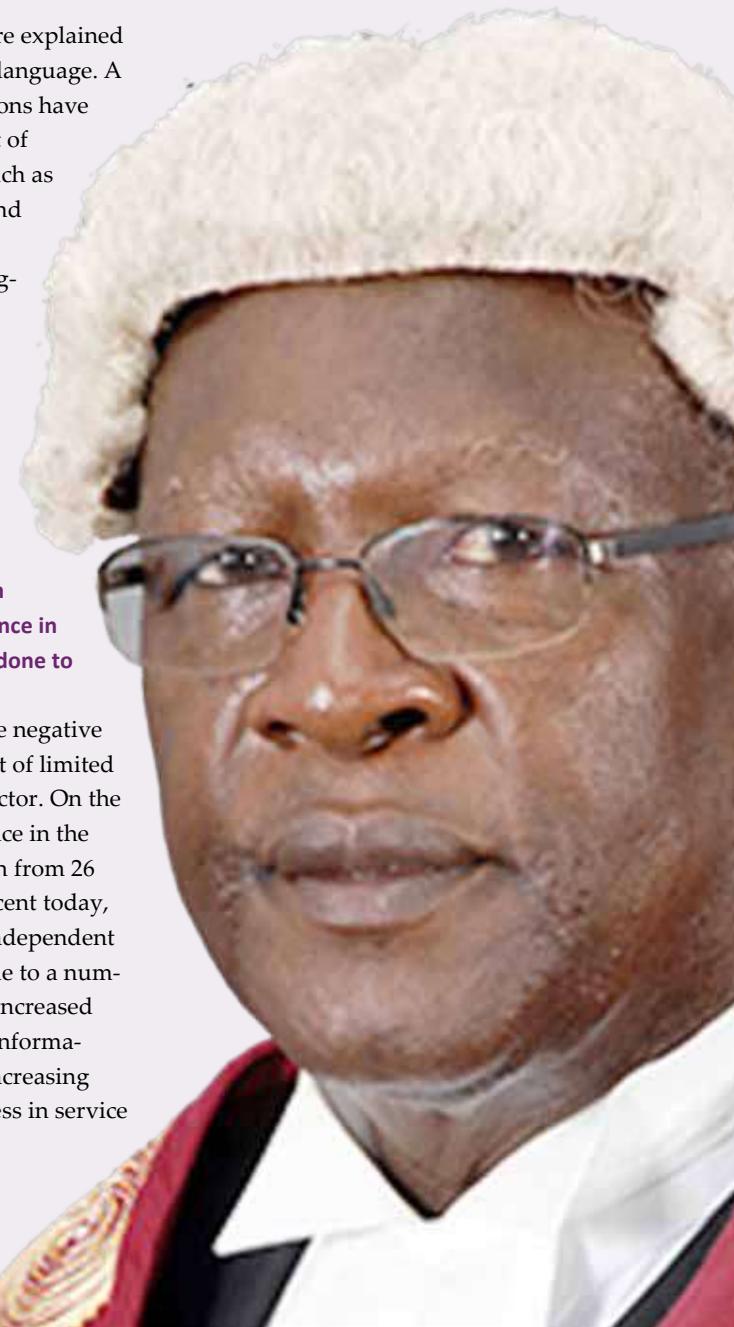
What are some of the ongoing pro-people approaches being implemented by the Judiciary/JLOS to ensure that vulnerable groups have access to justice?

We have for some time been implementing quite a number of initiatives to promote access to justice. These include decentralising of service delivery points – we increased the High Court Circuits from 13 to 20 under the Judicature (Designation of High Court Circuits) Instrument No. 55 of 2016. We also increased Magisterial Areas from 39 to 82 under the Magistrate Courts (Magisterial Areas) Instrument No. 11 of 2017. We are pushing for the quick establishment of a holistic legal aid system in Uganda to help the poor, and vulnerable and marginalized people who cannot afford the services of paid lawyers get proper legal representation in the courts through legal aid. The Judiciary is aggressively implementing a number of alternative dispute resolution mechanisms such as the Small Claims Procedure, Plea Bargaining and Mediation, as well as engaging in a lot of community outreach programmes and media campaigns through which some of these seemingly technical court

services and initiatives are explained to the public in a simple language. A number of JLOS Institutions have developed an assortment of sensitisation materials such as bumper stickers, flyers and posters, printed both in English and local languages, to allow information about court procedures and services reach out to a wide range of people.

Media and other civil society reports have time and again indicated that users of the Justice system have low levels of confidence in the courts. What is being done to reverse this perception?

We know that most of the negative media reports are a result of limited information about the Sector. On the contrary, public confidence in the Sector has actually grown from 26 percent in 2012 to 48 percent today, as evidenced by recent independent reports. This has been due to a number of factors including: increased public engagement and information flow to the public, increasing efficiency and effectiveness in service



delivery, openness of the process and clear mechanisms of redress such as the appeal process, the setting up of complaints desks in the courts, our increased focus on results, the presence of service points near the people, and the use of the Chain-Link Initiative. The innovation of Court Open Days – where senior Judicial Officers, including the Chief Justice, go out on a given day to openly engage with members of the public – has helped demystify the judicial process. People get answers to their questions.

What value does the Judiciary derive from partnerships with other JLOS Institutions?

Justice delivery is a chain-linked process that provides an opportunity to have a holistic view of the chain of justice. It promotes coordination, communication and cooperation, giving the institutions an opportunity for peer review and enhances strategic thinking and joint programming. For example to an accused person, the justice chain starts with his/her arrest, production in court, prosecution, etc. Any failure or weakness along the way impacts on justice.

The Uganda Police Force seems to

feature prominently on the list of Institutions flaunting human rights. What needs to be done to ensure that this institution aligns to the overall values of the JLOS?

A: I think they need to strengthen their internal and external accountability mechanisms for addressing abuse and strengthen JLOS peer review processes. They should also strengthen the command and control oversight mechanisms over the security agencies as well as enhance transparency in the conduct of policing and involve the public in policing. There is also need for extra training for police officers in the area of human rights.

will do away with some of the corruption at the courts.

One of the promises under SIP III was to ensure better access to justice and secure environment for the poor and other vulnerable groups. Has this been achieved?

To a greater extent the targets under SIP III were met. In the course of the five years, public confidence in JLOS institutions increased from 26 percent in 2012 to 48 percent in 2016, and public knowledge about JLOS Institutions increased to 90 percent on average in 2015/16. For those who accessed JLOS services, the level of satisfaction also rose from a baseline

“ Justice delivery is a chain-linked process that provides an opportunity to have a holistic view of the chain of justice.

What are some of the anti-corruption strategies that JLOS has adopted and how are they being implemented?

The Sector has been working on reforms and automation of some business processes in the Directorate of Citizenship and Immigration Control and the Uganda Registration Services Bureau as well as the courts. We need to strengthen the internal accountability structures through our regular inspectorate and professional standards units. We are putting in place robust public complaint systems, toll free lines, regular public involvement and information sharing, integrity surveys and anti-corruption barazas, among others. In the Judiciary, we are about to launch an automation project for the courts which, we hope,

average of 59 percent in 2012 to 72 percent in 2016. Arising from the implementation of specific strategies under the SIP III, the Sector was able to ensure that unified JLOS services are available in more districts than in 2000 and 82 percent of the population were now traversing shorter distances of not more than 15 kilometres to access services. The Sector is also functionally present in 82 percent of the districts compared to 65 percent in 2012/13.

Also, 59.8 percent of districts have a complete chain of front line JLOS services as compared to 30 percent in 2012/15. We however, still have a long way to go and we hope that some of the challenges will be addressed



Justice Lawrence Gidudu of the Anti-Corruption Division listens to the testimony of a witness based in the USA using and Audio-Visual Link at the High Court in Kampala.

under our new Fourth Sector Development Plan.

One of the objectives of SIP III was to institutionalise the provision of Legal Aid services in the country, which was never achieved. How will this and other pending goals of SIP III be achieved?

We are aggressively doing advocacy for the establishment of a National Legal Aid Scheme. We shall work towards strengthening the regulatory function of the Law Council to ensure quality legal aid services by non state actors. We want to enhance coordination of service provision to enable de-concentration of service points as well as strengthening the existing initiatives such the Legal Aid Conference, Justice Centres, Pro Bono and the state brief scheme. In that regard, we shall continue to pressurize the Ministry of Justice to put forward the Legal Aid Policy and Bill, which have been pending for too long.

JLOS is finalising the implementation of SIP III. What lessons did the Sector learn from it that will inform SIP IV?

Deepening reforms for a pro-people justice system enhances public trust, increases satisfaction for especially the poor and vulnerable and reduces cost of access to services. Greater public involvement is critical in achieving

more on brick and mortar investments. Building on the two, SIP III focused on deepening reforms started under SIPI and II. The Sector has now developed the SDP IV to build on the SIP III achievements in terms of empowering the people, building trust and upholding their rights. It is therefore an improvement and is holistic in approach.

“ In the course of the five years, public confidence in JLOS institutions increased from 26 percent in 2012 to 48 percent in 2016.

results, and coordination, communication and cooperation among JLOS actors and stakeholders remains key in JLOS service delivery.

Is there a big difference between SIP III and SIP IV?

Strategic Investment Plan I (SIP I) was on stabilisation; while SIP II concentrated

Is there a Sector-wide plan to boost public confidence in the justice system?
Yes; overall, the SDP IV and its contents primarily focus on the people, with a mission to improve the safety and security of their property and access to JLOS services. It is therefore about boosting public confidence in the justice system. ■

SIP III in perspective: Have we kept the promise?

“Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.”

By Ronald Sekagya

A pro-people justice system should at the very minimum address issues of access to justice for all but also ensure that the justice institutions are strong and accountable. I will dwell on these two issues to examine how the JLOS has kept the promise of delivering a pro-people justice system to Ugandans over the course of implementing the Strategic Investment Plan (SIP III). I have an opportunity as one who reaches out to the masses up-country through Judicial Service Commission's civic education drives to pass comment on the delivery of justice.

Attitude change

I must congratulate the Sector for getting the ideals in the SIP document right and accordingly greasing the work plan with resources given the tight corner of dwindling financial support to the Sector. The maturity level of representatives of the respective Sector Institutions seems to be pointing to the right attitude. The common Sector thinking as opposed to the individualism of institutions is steadily growing.

It is now not uncommon to listen to representatives of one institution making a case for another institution. This, to me, is the first victory that the Sector has scored in keeping the promise to deliver a pro-people justice. Recognizing that we are a unit becomes a spring board that

can push service delivery to its desired end all other factors being kept constant.

Delivering real services in the justice framework

Ensuring that the same attitude is rolled out to the officers on the ground is a matter that should be taken seriously in assessing the Sector's performance against the pro-people justice target. Unfortunately, we still have officers who are not available in their offices during working hours. Demands for bribes in institutions closer to the people is still evident while law enforcement institutions have had a big challenge to win the hearts of many recipients of the Sector's services.

This means that the Sector has to focus on the tail end of service delivery so as to heal the hurting public. The poor handling of the public by one institution puts the entire Sector in bad light. We have heard members of the public tell us: "What you are sensitizing us about is good but can it work in Uganda? It is all about money." While attending one of the budget working group sessions, I raised this challenge to the house. It was such a joy to see all the members of this committee rise in agreement. To me, this was one score that the budget working group earned. The frame work for justice dispensation is broadly in existence. What is needed is for us to continue widening it.

The possible strategic action to the next level

A pro-people justice now has to focus on the human resource mindset change. I attended a benchmarking visit to Mauritius recently courtesy of UNDP (of course UNDP understands that facilitation of transformation of the human resource through capacity building is a game-changer). One of the amazing game changers for Mauritius was "making the Public Service the engine for transformational development." It appears that in Uganda, we have not come to terms with valuing the human resource. It is not surprising that we are not engaging with the human resource to empower them so as to perform the miracle we all desire. I am writing about real commitment in terms of tangible resources and programmes that can lead to an overhaul of the thinking patterns in institutions, a review of systems and ownership of the institutional programmes by the human resource.

My time with many colleagues in JLOS reveals that we have a human resource that needs a revised approach. The Sector's progress from where SIP III has brought us will require drastic measures that place the human resource at the top of the pro-people justice agenda. ■

Mr Ronald Sekagya represents the Judicial Service Commission on the Access to Justice Working Group of JLOS

SIP III: Facts & Figures



Public confidence in the JLOS institutions

- ★ Increased from the baseline average of 26% in 2012 to **48%** in 2016/17
- ★ **96%** of the public know where to find JLOS services and institutions compared to 75% in 2012
- ★ Access to information on laws has increased from 55% in 2012 to **61%** in 2017.

Decentration of JLOS Services

- ★ The public can now access JLOS services within a **15 Km** radius compared to 75 Km in 2010/11.
- ★ **51%** of the people in Uganda access JLOS services in their district, 23% within their sub-county and 23% within their villages.



Public engagement with JLOS institutions / services

- ★ Increased significantly from 16% in 2012 to **100%** in 2017.
- ★ **46%** of people engaged with Courts compared to 18% in 2012 while 41% engaged with the Probation Office compared to 09% in 2012.



Forensic investigations

The average time taken to process a forensic investigation reduced to 90 days compared to a baseline of 210 days in 2010 and against a set target of 120 days.



Enabling the Business environment

- ★ Uganda's ranking improved to position **115** in 2017 from position 135 in 2010/11 (World Bank Doing Business Index 2017)

Judicial Independence

- ★ Uganda's Index of Judicial Independence improved from a score of 3.41 in 2015/16 to **3.6 in 2016/17** (World Economic Forum Report 2016)

Case disposal

- ★ The average number of cases disposed of grew by 64% from 86,000 cases in 2011/12 to an average of 141,809 cases per year over the five- year SIP III period.

Land Justice

- * The disposal rate of land cases currently stands at **38.3%** and the average time for disposal of land cases reduced to 15 months in 2016/17 from 36 months in 2010.

Functional presence

- * Sector institutional or functional presence at the district level is at **82%**, following the opening up of new service points, while construction of infrastructure targeting frontline JLOS service points now covers 59.8% of districts, compared to 30% in 2010/11.
- * Over **98%** of constructions started under SIP III are complete



Plea-bargaining

Over **1,500 cases** were disposed of, leading to a reduction in pre-trial detainees as well as a reduction in the average length of stay on remand to under one year.

Crime Reduction

- * There was a reduction in the incidence of crime to **292** in 2016 from 314 for every 100,000 population in 2011.

Immigration

- * The average time taken to issue passports is **seven days** in Kampala and **five days** upcountry compared to 30 days in 2010/11

Business Registration

- * The average time for registration of a new business is now **two working days** compared to three days in 2010/11.

Prisoner Escape rates

- * Reduced from 5% in 2010 to **0.75%**; meaning 7 - 8 prisoners escape per 1,000 offenders held, compared to 50 in 2010.

Prison Rehabilitation

- * The number of adults on formal adult literacy programmes increased from 1,340 in the baseline year of 2011/2012 to **3,141** in 2016/17
- * The number of prisoners engaged in rehabilitation programmes increased to 10,018 from 340 in 2010 higher than the targeted **6,000**.



Financial performance

Over the last five years, the overall Sector budget grew from Sh568 billion in FY 2012/13 to **Shs1.335 trillion** in FY 2016/17

- * However, the share of the Sector as a proportion of the national budget declined over the same time period by 19% - from 5.6% in 2014/15 to **4.4%** in 2016/17.



Every Shilling to JLOS has great return on investment

As JLOS embarks on the implementation of the Strategic Development Plan IV (SDP IV), Mr Günter Engelits, the Head of the Office of the Austrian Development Cooperation (ADC), weighs in on the strengths, opportunities, challenges and the successes of SDP III and what SDP IV has in stock. Excerpts.



So the ADC has been at the forefront of JLOS support over the last many years since its inception in 1999. What key initiatives and programmes has ADC supported?

As long term partners of the justice Sector reforms, it may be worthwhile to recapitulate a few highlights. The initial motivation to support the Government of Uganda to reform the justice system in fact goes back to a visit to prisons in Uganda in the 1990s. At that time, the prevailing appalling conditions actually violated the human rights of the inmates. After consultations, the stakeholders agreed that something had to be done.

To that effect, a pilot project in Masindi was established in 1998, which encompassed the renovation

and rehabilitation of existing buildings of the prison, the construction of new cell blocks and the establishment of a sanitary system to get rid of the 'bucket system'. Crucial infrastructure like a water supply system and reliable electricity were also established. Electricity is of course also important for a prison from a security point of view.

Finally, staff welfare was not forgotten: Accommodation units were constructed to ensure that also prison officers had decent houses.

During this engagement, it was realized that a more systematic approach was required to achieve fundamental change. Consequently, the Uganda Prisons Service came up with a strategic plan, which then became the foundation for the engagement of other donors.

At the time, we also undertook a complementary pilot programme to ensure social rehabilitation of inmates once they had served their sentences. I think that the return of investment of such a programme is extremely high:

To have prisons where inmates are kept well is

one thing, but supporting a country to reduce recidivism is even more important. Prisons should be corrective institutions, not punitive ones that just punish inmates. That way, when convicts have served their time, they can become useful members of society. If they do not commit another crime and find themselves in prison again, then a milestone is achieved. Indeed, Uganda has one of the lowest rates of recidivism in the world. That is an achievement by the Uganda Prisons Service and Austria is happy to be associated with that. Together with other Development Partners, we also supported the financing of a Criminal Justice Advisor to the Judiciary at the time. Equally, we supported the Law

mandated to ensure good governance and it also shows that the Sector was able to deliver on its Sector plans. If that wasn't the case, most donors would have lost interest after a few years.

Austria made a contribution of 10 million Euros to SIP III and although that is not the biggest amount, I would say it was perhaps the most efficient way of spending it and the best to ensure sustainability as this money supported those institutions which are officially mandated to carry out the services for the people.

We have seen practical results such as the kicking out of the 'bucket system'

business operators, and various programmes for legal aid have improved access to justice for vulnerable and destitute citizens.

Development Partners have massively contributed to the Sector's success over the last five years of SIP III implementation. How critical is the involvement and engagement of Development Partners in promoting a pro-people justice system in Uganda?

Promoting a pro-people justice system is the basis of dialogue between the Donor Community and the Government of Uganda. Austria is a Sector budget support donor and for us that is really the crown of development cooperation in terms of efficiency, provided the partner country has adequate control mechanisms and institutions officially mandated to carry them out.

User satisfaction in JLOS services has now risen from 41% to 78%. This feedback from citizens is very important! JLOS also holds Open Day events to get feedback from users and supports checks and balances in the Sector. This is crucial for any Government to maintain its legitimacy.

What would you cite as the major challenges the Sector has had to grapple with during the implementation of SIP III and how these can be possibly tackled by the SDP IV?

Sometimes, problems come from a singular source and can have very complex effects, for example on the question of land justice, I think this is a difficult topic in every country and there are many court cases touching this topic. However, if the Judiciary

“ Our plea is that those who plan for the National Budget should have a very strategic approach to how the tax payers' money is allocated to Sectors.

Reform Commission in the drafting of the Community Service Act. After this initial period from 1998 to around 2002, Austria became part of a more systematic support to the Sector because by then, JLOS had come up with its first Sector Investment Plan.

The theme of the JLOS SIP III was deepening reforms for a pro-people justice system. In your view, how has JLOS fulfilled its promises to Ugandans?
We believe that by and large the plan was successfully implemented and built on the achievements of the first and the second investment plans.

There are checks and balances in place to guide institutions that are

in many prisons, which was a very degrading practice. When you visit many prisons nowadays, the sanitary system has greatly improved. Indeed, as a result of the cooperation, many prisons now have Human Rights Committees that have improved relationships between inmates and prisons staff. This ultimately improves the quality of service.

Away from prisons, a number of regional police stations now have Human Rights Desks.

Also, the Small Claims Procedure has been established in courts, which has reduced the costs of commercial litigation especially for low-income

cannot specifically deal swiftly with land wrangles and related conflicts, then such disputes can easily escalate and create additional disruption of social life and will result in loss of lives and damage to property. We have seen in Northern Uganda whole districts fighting each other over land disputes. This is scary.

Many family-related disputes can also be traced back to a land issue, and if you dig deeper, you will find out that many violent crimes have a land element to them. When this is combined with an ethnic component, then it can be rather explosive.

For us in the Austrian Development Cooperation, these challenges are good motivation to work together with Government of Uganda in this Sector and see that these dangerous situations are improved and that the Judiciary is able to reduce the case backlog.

This brings me to a second issue: To solve such problems, one must ensure that the people who work in the Sector have a professional attitude.

These jobs require reasonable working conditions so that people will stay on the job longer because they are motivated to perform and to produce results.

Indeed, it's not only about better pay but also about recognition and good working conditions. Does one's office become wet whenever it rains, does it have sufficient light, is it safe?

Is professionalism recognized and rewarded? In this context, the cost



Stakeholders participate in Small Claim Procedure sensitisation event.

of delayed reforms and the cost of non-investment is just too high for a Government that already has limited resources. If one looks at the cost of the case backlog alone, it is enormous as it binds people's energy, time and money and it delays economic development and ultimately affects investments negatively.

Those who plan for the National

Budget should therefore have a very strategic approach to how the tax payers' money is allocated to Sectors.

Let us keep in mind, that any shilling spent in the Justice, Law and Order Sector has a wonderful return of investment and serves a high number of beneficiaries, provided the right policies and strategies are applied.



We have to express our disappointment that the Local Council elections were postponed once again, yet people were eagerly waiting for this administrative layer to become fully functional again. These elections would have enabled the Local Council Courts to become operational again, which is the pre-requisite for a substantial reduction of the case backlog.

In addition, we see that new types of crimes (money laundering, specialized corruption, trafficking in human beings, trafficking in drugs, animal parts of endangered species and also cyber-crime) are posing increasing challenges for Uganda. Police has to develop its capacity to counter such dangerous developments.

All these challenges can only be overcome, when we have well-trained staff in the Sector who cannot easily be corrupted, who have good work-

We also observe a change of institutional culture in some institutions compared to how they were 15 years ago. A good example is how Uganda Prisons Service now emphasizes rehabilitation, but also how service orientation has been improving in many other institutions.

Within the context of the SDP IV, what will be the focus of the ADC in terms of support to various Sector programmes and initiatives in the next three years?
Apart from Sector Budget Support,



For us in the Austrian Development Cooperation, these challenges are good motivation to work together with Government of Uganda in this Sector and see that these dangerous situations are improved and that the Judiciary is able to reduce the case backlog.

ing conditions and reasonable pay. There must also be good leadership who does the checks and who will remove people who are not complying with basic legal requirements or with human rights.

Moreover, the closer the services can be brought to the people, the more efficient they are and the higher public confidence in the justice system will be.

From your point of view, what stands out as JLOS' signature achievements and milestones that accurately define the Sector's legacy during this period?

There is already a sizeable reduction of the case backlog especially with capital offenses.

Austria will support the further roll-out of the Alternative Dispute Resolution mechanism in the Judiciary. For SDP IV, we recommend to make access to justice easier since many citizens in need of legal assistance have not been reached yet. We therefore support the Legal Aid Bill as well as the Transitional Justice Policy and Bill.

Also, the Marriage and Divorce Bill and the Judiciary Administration Bill should be high on the agenda.

And of course, we encourage continued strong leadership in the Sector as a crucial element for the success of the new programme. ■

JLOS Development Partners Group

The Justice, Law and Order Sector Development Partners Group (DPG) comprises agencies that support JLOS through various mechanisms including Sector budget support and project support, partly through the SWAP Fund.

The Group has a membership of:

- Austria
- Denmark
- Netherlands
- The European Union (EU)
- The United Kingdom (DFID)
- Norway
- Sweden
- United Nations Development Programme (UNDP)
- Office of the High Commissioner for Human Rights (OHCHR)
- United Nations Children's Fund (UNICEF)
- UN Women
- The United States Agency for International Development (USAID)

Every two years, the JLOS DPG Chair rotates. To foster coordination among themselves and to keep pace with JLOS developments, the Group meets regularly. The relationship between the JLOS DPG and the Sector is based on the general GoU-Donor Partnership Principles of 2003. On the basis of the Partnership Principles, JLOS and the DPG have developed collaboration and co-ordination mechanisms to ensure effective contribution of the latter to the reform process.

The JLOS DPG frequently meets with the JLOS Secretariat and with individual institutions and together they conduct joint reviews and joint monitoring and evaluation visits across the country. The DPG has linkages to the broader development partner community in Uganda through the Local Development Partner Group.

JLOS extends its appreciation to the DPG for their steadfast support to the promotion of the rule of law, access to justice, and respect for human rights in Uganda through support to the Justice, Law and Order Sector's Third Strategic Investment Plan (SIP III).

JLOS looks forward to a continuing and fruitful partnership with our Development Partners as we together continue to strengthen the delivery of justice services, improve human rights and accountability with a vision of promoting justice for all.



Austria



Denmark



Netherlands



The European Union (EU)



The United Kingdom (DFID)



Norway



Sweden



United Nations Development Programme (UNDP)



Office of the High Commissioner for Human Rights



United Nations Children's Fund



UN Women



The United States Agency for International Development

JLOS's pro-people innovations

By Anthony Wesaka

JLOS has over the years, revolutionized people-centered justice thanks to its cutting edge innovations.

Small Claims procedure

Small Claims Procedure is one of the innovations introduced by the Judiciary in a bid to bring justice closer to the litigants.

It was established by the Judiciary to adjudicate claims whose subject matter does not exceed Shs10m and a lawyer is not involved. Such matters that are usually quickly disposed of in less than a month arise from supply of goods, debts or rent arrears among other commercial disputes in the communities. A brief about the Small Claims Procedure report, which was released recently, revealed that through this alternative dispute mechanism, local litigants were able to recover Shs 8 billion in the past 12 months under review.

URSB innovations

URSB, one of the JLOS institutions, has initiated useful innovations that have shortened the time taken to register a business name to mere hours unlike before when it used to take several weeks. The dramatic improvement has seen URSB scoop awards for its outstanding contribution in this area of innovation.

Justice Centres Uganda

Close to 150 vulnerable Ugandans benefit from the free legal services offered by Justice Centers Uganda on a daily basis as they fight for their rights mainly on land matters and administration of estates. Most of them, mainly the elderly and women, cannot afford to hire the



Clients at the URSB One-Stop-Centre self service booth.

expensive services of private lawyers. The elderly do own land and many land grabbers are eyeing it. The Project aims at empowering individuals and communities to claim their rights.

ICT strategy easing life

Recently, Chief Justice Bart Katureebe launched the Judiciary's ICT Strategy, which is expected to span the next five years. This ICT strategy will see most of the Court activities automated with the aim of facilitating efficient delivery of justice. Court litigants who cannot appear in court physically for various reasons are now able to have their testimony given over an audio-visual link. This new innovation is also expected to aid court users to monitor their cases on their mobile phones, a scenario that is reducing human to human contact, hence curbing corrup-

tion that had over the years tainted the Judiciary's image.

So far, courts in Mbale, Fort Portal, Gulu and Kampala have these audio-visual link facilities installed.

Plea Bargaining

Plea-Bargaining is an agreement in a criminal case between the prosecutor and the accused person whereby the latter agrees to plead guilty to a particular charge in return for a lighter sentence or lessening of the charges. Since 2014, over 8,000 inmates have embraced it; the number could rise to 10,000 by the end of 2017.

The initiative is intended to decongest prisons and also reduce on the case backlog that the Judiciary is battling with. ■

URSB a center of excellence in service delivery

Today, registering a business is done within four hours as opposed to 30 days back in 2012.

By Sheila Naturinda

JLOS is a partner that Uganda Registration Services Bureau (URSB is indeed indebted to. The support JLOS offers to URSB cuts across and has brought the Bureau to the forefront was a competent and well-recognized institution in the country.

"When nobody wanted to identify with us, none wanted to touch us, JLOS was there for us and with us," says Mr Bemanya Twebaze, the Registrar General. The support URSB has enjoyed from JLOS ranges from legislative framework and capacity building through both local and international trainings, creation of good governance and the general organizational reform. There has been support through capital equipment such as computers, the mobile van, and other areas that have enhanced service delivery.

With their belief and planned intervention to deconcentrate services as a key move to create a one-stop shop concept for all JLOS institutions, JLOS offered office space to four URSB regional offices in Mbarara, Gulu, Mbale and Arua. Today, URSB services are found beyond those four regional offices in branches within Kampala - at Uganda Investment Authority (UIA) on Lumumba Avenue, at Posta Offices on Kampala Rd and at the Nakivubo Mews on Ssekaziga House.

With this level of decentralization, cou-



A URSB official demonstrating how the mobile registration truck works at the launch.

pled with the TREP centers established and supported by the Government, URSB has been on a phenomenal journey in the last three years.

"Our relationship with JLOS has brought us closer to other agencies in the Sector and we benefit a lot, we get information easily, we are related and work closely," says Freda Bwizi Nayebare, the Manager for Planning at URSB.

The services that URSB offers therefore - from business statistics, to Intellectual Property (IP) and civil registrations - offer commercial justice for the country's good governance. JLOS supported the Bureau with a mobile registration van, which has been a game changer; both in cutting costs of advertising mobile business clinics as it broadcasts the same, and carries most of the resources the team are to use at their registration clinics. The van has traversed every corner of Uganda hence enabling URSB to take services closer to the populace.

The mobile van came at a time when there was, like there is today, a growing demand for very fast, reliable and available registration services especially business registration. The Mobile van therefore offered URSB, a "register your business on the Go!" situation.

"Our wish is to see that such mobile registration services reach every sub county and parish in the whole country," said Ms Rachel Odoi-Musoke, the JLOS Senior Technical Advisor, the day she delivered the van; pledging further support to URSB so as to enhance doing business and the investment climate in the country.

The changed face of URSB has had SMEs reap big from an efficient service, which most shunned years back because of the burdensome processes they would encounter.

URSB has since also established a customer service center on 0417 338 100 and Toll Free line on 0800 100 006 to provide real time feedback to clients. ■

UHRC: Championing Uganda's human rights agenda

As a member of JLOS, the UHRC has to a large extent played a significant role in the promotion of a human rights-based approach to justice delivery and governance.

By Justus Muhangizi

In November 2017, the Uganda Human Rights Commission (UHRC) clocked two decades (20 years) of existence. Established under Article 51 (1) of the Uganda Constitution, the Commission has majorly focused on the promotion and protection of human rights in line with the Justice Order Commission, which was put in place to investigate the country's human rights record prior to 1986.

Working with other Government Ministries and Agencies, most notably within the JLOS framework, UHRC has conceptualized and adopted essential best practices, which include among others, the human rights approach to justice delivery and governance.

Promotion of human rights-based approach to justice delivery and governance

The core functions of the Commission were initially tailored for the delivery of justice, which is a very important pillar in the enjoyment of human rights.

UHRC Tribunals have been and remain the major avenues for the delivery of justice since they have the powers of the High Court and are presided over by members of the Commission whose cardinal responsibility is to dispense and deliver justice through Tribunal decisions (judgments).

UHRC offices

The Commission has ten Regional Offices located in Kampala, Masaka, Mbarara, Fort Portal, Hoima, Jinja, Soroti, Gulu, Arua, and Moroto. It also has 10 Field Offices scattered in Central Uganda, Northern and North-Eastern Uganda.

Since its inception, the Commission has through its Tribunals, been delivering justice to Ugandans especially victims of human rights abuses.

UHRC Commissioners traverse the country on a monthly basis to Regional Offices where they preside over Tribunals (UHRC Courts) and deliver judgments commonly referred to as 'decisions.' Most of the UHRC's clients are victims of human rights abuses. Until recently when the Anti-Torture Law was passed allowing the prosecution of persons in their individual capacity, the respondents during most of the tribunal hearing were the Attorney General's representatives.

After the costly and sometimes long process of investigating, hearing and delivering judgments, human rights victims more often than not do win awards and compensations in form of

cash, which are paid by Government.

Annual and periodical Annual Reporting

UHRC has another constitutional requirement under Article 52 (2) of the Constitution - publishing annual and periodical reports, which must be submitted to Parliament for debate. In these reports, the Commission usually pronounces itself on the state of human rights and freedoms in the Country and makes recommendations to Parliament for action.

The other interventions have included partnering with the relevant arms of Government and Institutions to carry out human rights training as a long-term strategy intended to foster justice and governance.

In addition, the Commission and its staff have continued to carry out impromptu inspections of places of detention (both illegal and gazetted facilities) and have more than often ordered for the release or court appearance of incarcerated suspects.

Of recent, the Commission has been holding regular press conferences to pronounce itself and castigate both the individuals and State agents who engage in blatant violation of human rights or deny citizens' access to or delay justice. ■

Innovative solutions entering justice arena in Uganda

With generous support from external partners, JLOS is encouraging innovators to come up with novel solutions that will entrench justice in society

By Nathalie Dijkman

For the second time, The Hague Institute for Innovation of Law (HiiL) has held an Innovating Justice Boostcamp in Kampala. It took place on September 7th - 8th 2017 as part of the selection process for the winners of the Innovating Justice Challenge 2017, a global challenge that seeks to find innovative solutions for preventing or resolving the most pressing justice needs of people around the world.

This year, from over 60 applications that came in from Uganda, ten were shortlisted by HiiL to take part in the Boostcamp, and five of those ended up pitching in front of a jury to stand a chance to win the Challenge. The shortlisted innovations are tackling a variety of justice needs, including gender based violence, land disputes, forced migration and employment issues.

During the first day of the Boostcamp, the group of innovators took off on a bus early morning to Entebbe to spend a full training day in retreat-setting guided by a group of expert mentors. The programme included learning about Lean Start-up methodology, filling out a Social Business Canvas, designing their first experiments on a Javelin Board and practicing their 4-minute pitch. In the afternoon the teams, recognized by bright 'Justler' t-shirts, went off into a small town off Entebbe Road to conduct interviews with local citizens, testing their main assumptions.

The next day on September 8, the wider public and key stakeholders were invited to the Boostcamp to meet the innovators to exchange ideas on justice

Top 5 innovators

1. Evidence and Methods Lab
2. Weetase
3. Muslim Centre for Justice e-Law App
4. Land Title Search App
5. E-Migrate

innovation. This event was held at Africana Hotel during the Legal Aid Innovations Conference, which was co-organized by Barefoot Law, LASPNET, DGF and HiiL.

The five innovations selected by HiiL, which were pitching in front of the jury in the afternoon included: E-Migrate (an easy and safe travel agency for migrants and refugees), Evidence and Methods Lab (smart infographics of complex justice problems to promote accountability), Muslim Centre for Justice e-Law App (a legal SMS service for Muslim minorities and users of the Qhuadi court), Land Title Search App (a smartphone land title verification tool) and Weetase (a voice-based mobile app to monitor victims of (forced) migration and trafficking).

The five-person Jury, chaired by Lucy Ladira, the Technical Advisor on

Criminal Justice at the JLOS Secretariat, concluded during the public Jury Debrief that they were impressed by the pitches and solutions of all teams, although there was definitely a need for them to research their problem further. The Evidence and Methods Lab was announced winner by HiiL's alumni (Lawyers4Farmers and Justice2People). Special mentions went out to Weetase and the Muslim Centre for Justice (strongest impact) as well as the Land Title App (best presentation).

In November, HiiL held similar Bootcamps in Accra (Ghana), Nairobi (Kenya), Johannesburg (South Africa), The Hague (Netherlands) and Kyiv (Ukraine). At each event, innovators are trained and winners are selected by a local jury. All winners of the Bootcamps win 5,000 EUR in seed funding and are invited to take part in HiiL's Accelerator programme. In total, 12 teams are also invited to The Hague, Netherlands, in December to take part in the Justice Entrepreneurship School and present their innovations in the Peace Palace. ■

Nathalie Dijkman is the Justice Sector Advisor (East Africa Programme Coordinator) at HiiL.

Innovative access to justice solutions: Challenges, prospects

Through various innovations, access to justice is being entrenched and the process is expected to get even better under SDP IV given the prospects in the pipeline.

By Barbara Kitui Cobbinah

Access to justice has been described as 'the ability of people from disadvantaged groups to prevent and overcome human poverty by seeking and obtaining a remedy, through the justice system, for grievances in accordance with human rights principles and standards.'

During the adjudication and administration of justice, numerous gaps were identified. In order to enhance access to justice, innovative justice solutions were necessary. Justice innovative solutions are methods which enhance and promote quick access to justice – especially for vulnerable groups.

In order to enhance access to justice, JLOS pondered on how to strengthen the process. This led to the birth of numerous innovations aimed at strengthening access to justice in Uganda. The innovations include plea bargaining; Alternative Dispute Resolution; small claims procedures; and Information, Communication and Technology solutions including the Child Helpline.

Despite the existence of these several innovations, there still remains a huge thirst for increased efficient and effective justice remedies, especially for vulnerable entities. Vulnerable entities include women, children, persons with disabilities, and elderly persons.



Vendors read Small Case Procedure materials during a sensitisation campaign.

Some challenges encountered in the dispensation of justice include: endless adjournments – especially by advocates; corruption; case backlog; capacity-building gaps; the pending family justice legislation, which limits access to justice in the adjudication of family cases; as well as limited human and financial resources.

Prospects to enhance access to justice include:

- Strengthened use of ADR across all Sector institutions with dispute resolution mandates;
- Revise the methods of writing judgments and perhaps create templates that will ease and shorten judgment writing;
- Increased the use of technology for quick and effective service delivery;
- Use of graduate interns to assist in research – they can provide avenues of affordable yet quality assistance to

Government agencies. If Government embraces internship programmes, it will help to expedite service delivery;

- Legal aid service provision – this can be done in a phased out manner;
- Strengthened intra and inter Sectoral relations;
- Civic awareness;
- Enlarging powers of Registrars; and
- Increased and strengthened District Chain-linked Committees and Regional Chain-linked Committees.

As the JLOS extends its horizons in Sector Development Plan (SDP) IV, innovations will always be necessary to advance the emerging needs of society. In order to innovate, our continued engagement with the citizenry is important to create justice solutions that are pro-people and advance the rights of persons living in Uganda. ■

JLOS institutions spearheading fight against sex-related crimes

By JLOS Team

Sex-related offences are still rife countrywide but through innovative initiatives, JLOS is ensuring that victims of child abuse and gender-related violence get quick justice. The current chain of the criminal justice system shows that sex-related offenses form the bulk of cases with defilement being the most committed sexual crime.

This means that if the concerned investigation and prosecuting government agencies don't stand to this cause, the girl child is at a very high risk of being defiled and dropping out of school and worse contracting HIV/Aids.

For starters, sexual violence is any act that violates the autonomy and bodily integrity of women and children under international criminal law, including but not limited to, rape, sexual assault, grievous bodily harm, and mutilation of female reproductive organs.

Prison statistics in 2015 showed that there were 4,023 prisoners on remand and 2,803 of them for sexual violence-related cases. Furthermore, the 2015 performance statistics of the Directorate of Public Prosecutions also showed that the total number of defilement cases handled that year was 26,900, with 8,176 of these being newly-registered cases.

Statistics also show that 7 out of every 10 women in Uganda have at one time gone through sexual violence.

The Police annual report of 2014 also indicated a rising trend in gender-based sexual violence.

According to the report, defilement continued to lead in sex-related crimes in 2014, as a total of 12,077 cases were reported and investigated compared to 9,598 cases in 2013 - an increase of 25.8%.

Out of the reported defilement cases, about half of them (5,015) were taken to court, out of which 432 cases secured convictions, 42 cases resulted in an acquittal, 290 cases were dismissed and 4,251 cases were still pending in court.

Turning to rape, the same report showed that rape was rampant with 1,099 cases being reported in 2014 compared to 1,042 in 2013 hence an increase by 5.4%.

East Kyoga region registered the highest number with 166 cases according to the report, followed by Greater Masaka (79 cases), Rwizi & Aswa registered 67 cases each, Kampala Metropolitan Police North as well as Rwenzori registered 56 cases each, KMP

East registered 55 cases and KMP South with 54 cases among others.

Steps taken by JLOS institutions to salvage this situation

Despite the above alarming statistics, all is not lost as several institutions under the Justice Law and Order Sector (JLOS) are making big strides aimed at addressing the situation.





State Minister for Gender and Culture Peace Mutuuzo (2L) is joined by Kampala Metropolitan Police Head of Community Policing ACP Anatoli Muleterwa (3L) and other police officers in the 'Walk a Mile' march against gender-based violence.

Further, Uganda has a strong legislative and policy framework that supports elimination of gender based violence.

Some of these pieces of legislation include; the Domestic Violence Act 2010 and the Domestic Violence Regulations 2011, the Prohibition of Female Genital Mutilation Act 2010 and its Regulations 2011, the Prevention of Trafficking in Persons Act 2009, and the Penal Code Act, Cap 120.

The Judiciary

Mr Andrew Khaukha, the technical advisor of the Judiciary, explains that at the moment, the Judiciary is in partnership with donors such as Unicef that has resulted into the launch of 'audio-visual link' technology aimed at giving evidence by witnesses who are not physically present in court.

With the launch of the audio-visual link technology, Mr Khaukha is optimistic that victims will eventually get justice as they will now freely testify against their perpetrators without being intimi-

dated in the court-room.

"With the introduction of the audio-visual link system, the victims of sexual violence are in separate rooms from the main courtrooms and give evidence against their perpetrators without being intimidated," Mr Khaukha explains.

"This kind of sitting arrangement is intended to give them (victims) confidence to give their evidence against their tormentors without any fear..."

He adds that the Plea Bargaining programme whereby a suspect enters into negotiations with the prosecution to accept their offense in exchange for a lighter sentence or lesser charges, has been another strategy that the Judiciary is using to fast-track the hearing of cases that are sexual in nature.

The Directorate of Public Prosecutions

The DPP is taking steps to curb the sexual related offenses. For example, the Directorate has continuously organized trainings for the prosecutors to accli-

matize themselves with child-friendly skills that will help them when they come into contact with them.

Ms Kyomuhangi says that another strategy that the Directorate has come up with to ease the handling of sexual related cases is 'prosecutor-guided investigations.'

Ms Komuhangi says it involves the prosecutors working closely with the Police investigating the cases so that no vital evidence is left out, a move that is aimed at securing convictions against perpetrators of sexual violence.

She laments that as prosecutors, they have lost quite a number of cases due to poor and shoddy investigations done by the Police so this strategy is aimed at curbing such.

Ministry of Gender

Ms Maggie Kyomukama, an official at the Ministry of Gender, Labour and Social Development, says that interventions have been put in place to address challenges that come alongside gender-based sexual violence cases but in specific, sexual-related cases.

Further, Ms Kyomukama reveals that the Ministry has established a toll free child Help-Line (116), which a child can call and report acts of violence against them.

She also states that the Ministry has in collaboration with district local governments and CSO partners, supported and established seven gender-based violence advisory centers and shelters in the districts of Gulu, Kamuli, Masaka, Lira, Namutumba and Moroto. ■

Capacity Building: The little that is generating more in JLOS

The Managing for Development Results (MfDR) programme is providing JLOS officials with tools for their day to day management practice with a focus on results and transformational leadership.

By Sam Rogers Wairagala

The critical job of any leader or senior manager is to take informed decisions and lead the team to achieve results. Before the training in managing for Development Results, only a few people in JLOS, mainly planners, understood what results were, while others thought that results were equal to completion of a task, which is not the case.

Despite implementing two investment plans and starting the implementation of the Third Sector Strategic Investment Plan and success in the past years, there was limited appreciation of results based management especially at the higher levels of the Sector management.

Many institutions still focused on activities as opposed to results in budgeting and planning. The various policy managers were not conversant with the language of result-based management and could not effectively monitor, evaluate and manage for results.

To effectively implement the SIP III, it was important that senior managers were taken through an exposition and understanding of managing for development results. The capacity building training in Managing for Development Results (MfDR) with support from the Austrian Development Agency was

therefore handy.

The OECD defines (MfDR) as "...a management strategy that focuses on development performance and on sustainable improvements in country outcomes. It provides a framework for development effectiveness in which

performance information is used to improve decision making."

The training was specifically tailored to the challenges in Uganda's Justice, Law And Order Sector and was supported financially by the Austrian Development Cooperation (ADC) and



Judiciary staff during a capacity and team building retreat.

implemented by the JLOS Secretariat in collaboration with two trainers.

The training course in Managing for Development Results (MfDR) provided participants working with JLOS with tools to translate the MfDR concept into their day to day management practice. In total, 125 persons drawn from the JLOS Leadership, Steering and Technical Committees attended the training. The participants were exposed to local and international perspectives on MfDR including comparison with related concepts such as Results-Oriented Management. The programme was highly appreciated. Practical sessions



were held to enable participants have a firsthand experience at applying the concepts in everyday work.

Using a hearts and minds exercise to evaluate the commitment of the participants to perform better and produce results for the Sector, a questionnaire to evaluate commitment of the participants to the Sector to produce results before and after the training was administered. It was discovered that at the beginning of the workshop, 60% of the participants were fully engaged and committed,

mance management system and targets for service delivery. For example, the target for disposal of cases by a judge of the High Court is 300, while the Magistrates' target is 400 cases. Today, leaders in the Sector focus on change that will be produced by a given intervention. For example recently at the launch of the plea bargaining session in Fort Portal, the Principal Judge promised faster disposal of cases and reduced prison congestion as part of the results expected out of the programme that he was launching.

“ To effectively implement the SIP III, it was important that senior managers were taken through an exposition and understanding of managing for development results.

40% were partially engaged and 7% were not engaged at all. However, by the end of the workshop, 100% were fully engaged and committed to their work in the JLOS institutions.

Members of the Leadership, Steering and Technical Committee now demonstrate increased knowledge and follow the principles in their day to day application of the concepts of management for development results and are now building results delivery teams.

There is now deepened understanding and application of management that is focused on results and transformational leadership.

Arising out of the training, Judges have now accepted to adopt a perfor-

The DPP now focuses on investments that will increase case handling and conviction rates as opposed to business as usual. This is MfDR at its best. Bravo to all that have embraced the result based culture in the Sector and those that continue to support the programme.

To quote a famous African proverb: When you walk alone you walk faster but when you walk together you go farther. Therefore, let those who understand results based management support those that may have had no exposure before so we can all go farther. ■

Mr Sam Rogers Wairagala is the Deputy Senior Technical Adviser at JLOS Secretariat, Ministry of Justice and Constitutional Affairs.

Community Policing: A law and order best practice

Uganda's successful deployment of Community Policing has been transformational and has become a model for other countries to learn from and benchmark

By Polly B. Namaye

Community policing is based on the 12 principles of Sir Robert Peel, which emphasize that the 'Police are the people and the People are the Police.' In Uganda, Community Policing was introduced as a means of partnering with the public in fighting and preventing crime.

Muyenga, a Kampala suburb, is one of the residential and commercial places where Community Policing was first successfully introduced in Uganda, and it has become a model for other communities to learn from. A model community Police station, where community conflicts are discussed and resolved from, was established.

The Community Post was established to address the escalating crime rate in the area. Collectively, the people of Muyenga and the Police established the model police post through which they found solutions to their problems. The Community Police post has a free monthly health clinic. Youth from neighboring areas go to the post for free computer training; they also have access to free communal Internet in a secure environment. It has influenced other communities such as Nansana, Entebbe among others to also adopt the system in their areas.

Legal Backing

Community Policing gets its mandate

from Article 212 of the Constitution, which outlines the functions of the Uganda Police Force namely; (i) To protect life and property (ii) To ensure law and order (iii) detect and prevent crime (iv) Cooperate with civil authorities, other security agencies and the population generally. Furthermore, Article 17 (f) of the Constitution clarifies that it is the duty of every citizen to cooperate with lawful agencies in the maintenance of law and order.

Achievements

Over time, Community Policing has become a tried and tested model towards effectively improving the welfare of communities as well as curbing crimes especially those committed by a network of collaborators such as cyber-crime, human and drug abuse. Community Policing is grounded in the philosophy that police officers are required to work closely with citizens and other residents within their areas of command.

Community Policing gives citizens more control over the quality of life in their community. This joint interven-



Inspector General of Police Gen. Kale Kayihura (L) launches Community Policing in Nansana after participating in a marathon during Uganda Police Week in October 2017.

tion by the Police and the community raises awareness against participating unknowingly or knowingly in crime. Crime preventers form the basis for crime prevention. The police initially had a plan to recruit at least ten (10) crime preventers per village. However, in some places, the number exceeded

this because of the higher population and crime prevalence.

Crime preventers undergo training to enable them to prevent, detect and report crime. Some of the skills crime preventers are given in training include security consciousness, threat analysis,

ers to law enforcement officers nearest to them for appropriate intervention.

Henceforth, community policing is founded on the need to prevent, detect, report and manage crime. Crime preventers are volunteers who work with the Police for the general good of



crime detection, prevention and reporting, self-defense, physical fitness as well as guidelines for law enforcement. Therefore, crime preventers are not expected to directly intervene in resolving cases, neither are they expected to assume the mandate of the Police Force. However, they should report the offend-

their properties as well as the properties of other members of the community. Section 15 (1) of the Criminal Procedure Code Act gives a private person powers to arrest without a warrant as long as the person arrested is handed over for detention in a gazetted place such as a Police station.

Community Policing in Uganda has become a cornerstone for Policing. The Muyenga community policing model gave birth to other community initiatives, which in turn have become a benchmark for other community engagements such as sensitization. Many members of Criminal groups such as "Kifesi" and B-13 have been arrested and charged in court.

Some of the areas that were most affected by these criminal groups include Katwe, Kisenyi, Kawempe and Kamwokya. Through community engagements, many of the items that had been stolen by these criminal groups were recovered around Mutasa Kafero, Kalungi Plaza, shops in Katwe, and Cooper Complex while on display for sale. Some of these items include mobile phones, laptops, household items and other electronic appliances.

The world over, community policing is a best practice. In Uganda therefore, the Uganda Police Force has built relations with people both here in Uganda and abroad through engaging in community activities such as charity events, games (football, netball and marathons) as well as media engagements. Uganda has become a model for other countries to learn from and benchmark. To this effect, other countries do send their delegations to Uganda to benchmark and learn how Uganda has successfully employed Community Policing to improve their security, which has had a positive impact on the economic, political and social development of communities. ■

Ms. Polly B. Namaye is the Deputy Public Relations Officer of the Uganda Police Force (UPF).

LDC far better with JLOS support

By Bakunzi Didas Mufasha

“Two people working together have a better chance of solving a problem than one person working alone,” is a common proverb. The Law Development Centre (LDC), one of the institutions under JLOS, has been working and continues to work with JLOS in pursuance of its mandated goals. Indeed, a lot has been achieved out of this close cooperation.

DC is mandated by law to offer post graduate legal education (the Bar Course) to Law graduates to arm them with the requisite professional knowledge as they prepare to participate in the dispensing of justice to Ugandans. It is also mandated to publish law reports and other legal materials to buttress justice delivery at the Bar, the Bench, and legal research for law students and researchers.

LDC has been able to carry out this

noble mandate with support from the Government, Development Partners and JLOS. This is in tandem with the overall mission of the Sector, which is to improve the safety of the person, security of property, observance of human rights and access to justice for accelerating growth, employment and prosperity for all.

Resulting from JLOS support and in pursuance of the Sector mission, LDC has recorded many achievements. This

has enabled the institution to handle the ever rising demand, which is evidenced by big numbers of students seeking legal and professional knowledge. The institution now boasts of an ultra-modern auditorium with a seating capacity of over 1,000 people. It was commissioned by Chief Justice Bart Katureebe in August 2017. This facility, in addition to offering conducive teaching space, is also an income-generating tool – being available for use by JLOS sister institutions and the interested public for use

as a venue for conferences and other functions.

In its efforts to transform the institution into a modern and better teaching campus, the institution, under the focused leadership of Director Frank Nigel Othembhi, has embraced ICT in most of its operations including teaching, accessing legal materials and internal communications. To this end, LDC received support from JLOS. Currently, LDC subscribes to Lexis Nexus, a reputable publishing house, which enables students to access electronic legal resources online. This system has proven to be extremely helpful to students and lecturers.

In its thoughtfulness, LDC management has introduced new teaching methods to make the teaching and learning easier. Management has secured modern teaching aids, projectors and CCTV cameras to enforce security at the campus.

JLOS has also supported LDC in its efforts to produce reference materials such as text books and law reports, which are essential in teaching and research for students, teachers and the legal fraternity. In August this year, the Chief Justice launched three volumes of the Uganda Law Reports - [2010] ULR, [2011] ULR and [2012] ULR compiled and printed with support from JLOS.

Human resource is a critical issue for any institution that desires to deliver on its mandate. LDC is cognizant of this fact and it has and continues to carry out capacity building of staff, thanks to support from JLOS.

And, with increasing numbers at its Kagugube Zone - based Campus, LDC management has taken a bold step to decentralize its services to constituent colleges in the North, East and Western parts of the country. It should be noted that this academic year, LDC admitted over 800 students for the Bar Course and over 600 students for the Diploma Course. And, with the numbers set to continue growing, there is need to prepare for intake of up to 2,000 students. Therefore the need to decentralize LDC services is real. JLOS

JLOS has supported LDC in its efforts to produce reference materials such as text books and law reports, which are essential in teaching and research for students, teachers and lawyers.

has pledged and actually started extending support to this innovation.

Another notable and important milestone recorded as a result of the close cooperation between LDC and JLOS is the Law Development Centre Legal Aid Clinic, which provides legal aid services to juveniles, indigent litigants and accused persons. JLOS has been extending support to this clinic since 2006.

The LDC Legal Aid Clinic was founded in 1998 and started its activities in 1999. The clinic derives its mandate from the Law Development Centre Act Cap. 132 and its purposes are mainly twofold: to assist in imparting practical skills to students of the Diploma in Legal Practice (Bar Course) through its Clinical Legal Education (CLE) Programme.

In fulfillment of its mandate, the clinic has been implementing a number of projects and programmes for example: the Reconciliation Programme at a number of Magistrates Courts, the Diversion Programme for children in conflict with the law.

Currently, the clinic is engaged in reconciliation and mediation of cases in various courts. The clinic is active in 27 law courts in Uganda. Under the Diversion Programme, juvenile offenders are diverted from the formal court system in an effort to resettle

them back to their communities using 'Fit Persons' (people of good reputation selected from communities). The Fit Persons work on a voluntary basis.

JLOS also makes on-spot interventions whenever called upon to support the operations of the clinic such as the procurement of bicycles for Fit Persons to ease their movement. JLOS also supports capacity building for Local Government stakeholders in various communities.

In conclusion, I quote Oliver Twist: "Please, Sir, I want some more." ■

Bakunzi Didas Mufasha is the Editor of Law Reporting at the Law Development Centre (LDC).

Legal Aid

Empowering vulnerable and indigent members of society with legal representation is not only a Constitutional right but also has important ramifications for social, political, economic and national development outcomes

By Sylvia Namubiru Mukasa

When Sauyah Nanziri (not real name) got an HIV infection scare in 2013, little did she know that this would be the beginning of the breakdown of her marriage. As a nurse at Lwengo Health Centre IV, she attends to patients from all walks of life as the day goes by.

On a fine day in September 2013, Sauyah reported for work as usual, smiling and greeting her co-workers as she prepared to begin assisting patients, some of whom queue up as early as 7:00 am having trekked long distances to receive medical attention. As she prepared to administer an injection to a male patient, he suddenly turned causing the needle to prick her ungloved finger and hence drawing blood. That is when the patient with a worried expression on his face informed her that he was HIV positive and that she should therefore get herself checked. She nervously laughed off the incident to quell the patient's anxiety and went ahead to complete the task at hand.

Six months later having swallowed countless anti HIV drugs provided by the health center to prevent transmission, Sauyah's health had deteriorated with the medication causing her intense abdominal pain making intercourse with her husband unbearable. No amount of explanation, not even her frail state would quell Kasule's suspicions that she was cheating. Soon afterwards,

Kasule decided to take on a second wife, something that although painful, may have bothered Sauyah less save for the fact that he now wanted her out of their marital home, a house gifted to them by Sauyah's mother since Kasule was a man of little means and therefore unable to provide a house to his new bride.

For over four years, Sauyah traversed the justice system seeking for help to regain her matrimonial home. However, this was not forthcoming. She went to the LCI, the Police, the office of the RDC and later Court in the hope of fully recovering her home. It was all in vain. The only temporary relief came after a mediation conducted by some village elders with support from the LCI Chairman that enabled her to continue cultivating the land so as to support her three children, having lost her job as a nurse due to absenteeism caused by her ill health.

There is however hope for Sauyah now, thanks to the Lwengo Legal Aid Pilot project spearheaded by LASPNET and its partners FIDA-Uganda, the Public Interest Law Clinic at Makerere University



A Lawyer from the Muslim Center for Justice and Law interviews prisoners at Bugungu Prison in Jinja District during a legal rapid response visit coordinated by LASPNET in December 2016.

and Barefoot Law with support from the Democratic Governance Facility (DGF).

A new Magistrate, His Worship Tadeo Muyindo, was posted to Lwengo District and has moved up her case for hearing. Given his track record of quickly disposing of cases, Sauyah may soon be able to return to her home.

The case of Sauyah is one among many hundreds of poor, vulnerable and marginalized Ugandans who encounter legal problems and injustices but with no ability to challenge them because they cannot afford to pay for legal services. Generally, legal services for the poor are a myth rather than a reality. A 2016 survey done by HiIL in Uganda revealed that 88% of Ugandans had experienced one or more serious needs that were severe and difficult to resolve over a four-year period. That for most Ugandans,



the justice system is complex to navigate, expensive and in many cases not capable of producing fair outcomes that reflect the needs of the citizens it is meant to serve. The same report mention that 80% of Ugandans cannot afford services of a legal practitioner.

The Constitution of Uganda provides for the right to legal representation in case of any offence, which carries a sentence of death or imprisonment for life. Under the Strategic Investment Plan IV, the Government has made efforts to ensure that access to Justice especially for the poor and vulnerable is a priority key result area for the Sector.

A Cost Benefit Analysis of the National Legal Policy research conducted by LASPNET in May 2016 stated that Uganda has a number of state-funded legal aid mechanisms such as; the State Brief Scheme, Law Development Center Clinics, the Probono and pilot programmes such as the Justice Centers Uganda (JCU).

Legal Aid Service Providers under the Network organization LASPNET have supplemented Government efforts to provide legal aid to indigent clients for over 40 years. The Network has 52 members spread across 70 districts in the country providing services ranging from legal advice, legal representation, legal awareness and psycho-social support. Some like the Legal Aid Project of Uganda Law Society have ten clinics set up across the country while others like MIFUMI and FIDA-Uganda have gone ahead to provide emergency shelters for women and children affected by sexual and gender based violence.

However, the cost of accessing justice remains high and unsustainable for both legal aid service providers and clients particularly in the absence of a nationwide State-funded legal aid scheme. Many poor, vulnerable and marginalised persons cannot afford to pay for services such as filing fees or facilitating witnesses to court. This is further exacerbated by lack of a unified and systematic mechanism of identifying deserving

poor, vulnerable and marginalised persons.

Lack of legal aid service has spill-over effects to other Sectors like health, development (agriculture and economics) and security. A neglected child has little chances of ever achieving an education and growing into a useful citizen. A group of persons displaced on their land will never have basic factors of production such as land to improve their productivity and well being. A widow deprived of property will have no land or property to settle and work for her family. A woman suffering domestic violence will never have the piece of mind to think through her personal development. A juvenile in conflict with the Law not assisted to reform may one day become an armed robber. There are many more social, economic and political repercussions for lack of assured remedies on violation of rights.

However, Legal Aid should not be looked at as a humanitarian intervention, but rather as a tool for economic development. If Uganda is to achieve Vision 2040, then human development through assured security of person and rule of law should be given as much priority as infrastructural development.

It is thus important that Government shows its commitment to the poor, the vulnerable and the marginalized citizens by finally enacting the National Legal Aid Policy and an enabling law because access to Justice and fair protection before the law is a constitutional right that should be enjoyed by every Ugandan regardless of their circumstances. ■

Justice Centres Uganda: Bringing justice home

Justice Centres Uganda (JCU) is a **JLOS Project** that is **hosted and supervised by the Judiciary** and aims to provide Legal Aid Services to the poor, vulnerable and marginalized people in Uganda in 20 Districts across the country with a broad range of legal services including legal representation, alternative dispute resolution, referrals, as well as psychosocial support.

Justice Centres are a one-stop-shop legal aid service delivery model that seeks to bridge the gap between the supply and demand sides of justice by providing legal aid services across civil and criminal areas of justice to indigent, marginalized and vulnerable persons. At the same time, they do empower individuals and communities to claim their rights and demand for policy and social change.

Justice Centres represent the beginning of fundamental efforts to restructure the provision of legal aid in Uganda and the singular objective of making legal aid easily available and accessible at the right time to the most deserving population and at the right place.

Vision: Vulnerable societies accessing quality legal services and realizing their rights.

Mission: To promote the rights of vulnerable communities through provision of quality human rights based legal aid, legal and rights awareness, community outreach, empowerment and advocacy.

Core Values

- Professional excellence
- Ethics and Integrity
- Accountability
- Non Discrimination

Core Principles

- Utilize existing resources and avoid duplication of processes.
- Link to government structures.
- Community participation.
- Deliver cost effective and quality services.
- Cooperation and linkages with other stakeholders including Civil Society Organizations and private advocates for pro bono services.

for delivery of legal aid services in Uganda.

Services Offered

Legal Advice, Legal representation, Alternative Dispute Resolution (ADR), Counseling, Legal Awareness, Referrals and a Toll free phone line.

Who qualifies for services?

For one to qualify for Justice Centres services, one must be one of the most indigent persons in Uganda.

Districts served by Justice Centres: Lira, Amolatar, Pader, Apac, Kitgum, Oyam, Dokolo, Kaberamaido, and Kotido districts. Others are; Tororo, Bukwo, Bududa, Manafwa, Busia, Pallisa, Butaleja, Namutamba, Bugiri, and Iganga districts. ■



Objectives of Justice Centres Uganda

- To enhance awareness of human rights and empower communities to claim their rights.
- To enable vulnerable individuals and communities to effectively resolve disputes using both litigation and Alternative Dispute Resolution (ADR).
- To undertake human rights centred and evidence based advocacy for reform of laws, Policies and Practices.
- To pilot Justice Centres as a model

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Ten years of Transitional Justice

“The aims of Transitional Justice will vary depending on the context but these features are constant: the recognition of the dignity of individuals, the redress and acknowledgment of violations, and the aim to prevent them happening again.” - ICTJ

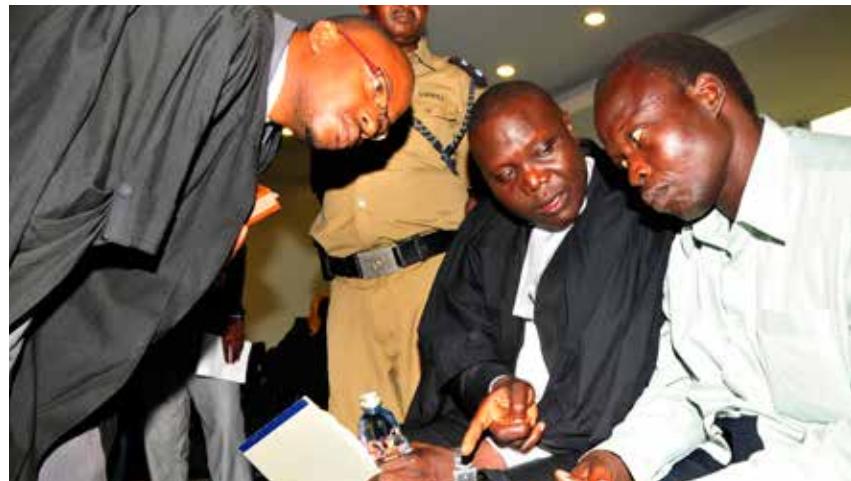
By Margaret Ajok

Transitional justice strives not only to deliver justice to victims of mass atrocities, but also to assist societies devastated by conflict achieve sustainable peace and reconciliation. Peace and reconciliation demand comprehensive societal transformation that must embrace a broad notion of justice, addressing the root causes of conflict and the related violations of all rights. Transitional justice mechanisms offer the potential for incorporating economic, social and cultural rights.

In cognizance of the effects of conflict and the plight of the communities affected by war especially, children, women, youth and elderly persons, transitional justice was adopted as a contemporary means of addressing the issues.

As such, Transitional Justice was first adopted by JLOS in 2008, when the 3rd National JLOS Forum considered it in depth and resulted in firm commitments. These included the establishment of the JLOS Transitional Justice Working Group (TJWG) as a thinktank on issues of transitional justice; to make recommendations and decisions. The main terms of reference for the Group was to design a framework for the implementation of the national transitional justice framework; a multifaceted justice approach that would encompass all aspects of justice (formal and non formal).

Opportunely, Transitional Justice (TJ) was incorporated in the JLOS SIP III. During the SIP III period; the key strategy for transitional justice was to create avenues to address the justice needs of the conflict-affected regions and vulnerable groups



Thomas Kwoyelo, a former LRA commander, consults with his lawyers during a hearing at the International Crimes Division of the High Court in Kampala.

through the adoption of policy, enactment of laws and facilitating the processes of moving the transitional justice agenda forward in the Sector. The process in the Sector was largely based on implementation on the provisions of the GOU – LRA Juba Peace Process wherein provisions were made for, best practices, innovation and consolidation of programmes to address the afflicted areas. The Sector takes pride in the establishment and functioning of the International Crimes Division of the High Court of Uganda. The Court,

which is only complementary to the International Criminal Court (ICC), has set a good example in East and Central Africa for national adjudication of international crimes including terrorism, war crimes, crimes against humanity and others.

The Sector also supports the Amnesty Commission to resettle and reintegrate ex-combatants, wherein they work hand in hand with civic leaders and the community to resettle and reintegrate the former rebels/or abducted persons. ■

Prisoner rehabilitation

Uganda's initiatives have propelled it to the top of the list of countries with the best prisons rehabilitation programmes in Africa and fourth globally, according to the African Journal of Criminology and Justice.

By Edgar Kuhimbisa

Prisons Service in Uganda are entrenching a shift from mere custody and incarceration of prisoners to the deliberate approach of rehabilitation to make them more responsible and economically productive people in society. This approach is not only empowering but also offers services to gradually eradicate recidivism in crime. This approach is being institutionalized by developing a new correctional policy for the Prisons Service that builds on modern and better approaches of managing and rehabilitating prisoners.

The Justice, Law and Order Sector (JLOS) with support from Development Partners has continued to focus on strengthening the prisoner rehabilitation and corrections programme in the Uganda Prisons Service. This is part of the Sector efforts to improve the quality of justice services, the re-conceptualization of punishment, and apply human rights approaches in a holistic drive for national development and poverty eradication.

The prisons rehabilitation and correctional services are the mandate of the Welfare and Rehabilitation Division of the Uganda Prison Services, which falls under the Directorate of Correctional Services and is overseen by the Department of Rehabilitation Services. Headed by an Assistant Commissioner, the Division was established in 1974 to be at the



A Prison inmate receives a diploma certificate from Prof. Wasswa Balunywa, the Principal of Makerere University Business School, during a graduation ceremony at Luzira Prisons.

forefront of rehabilitating and resettling inmates through diverse interventions.

The process of Prisoner rehabilitation in Uganda is conducted through several ways that involve supporting individual behavioral change while at same building skills that make inmates more productive people. Prisoners are given access to formal education under the national education structure, and in addition are offered opportunities to ac-

quire vocational skills that engage them in income generating activities.

The rehabilitation package for prisoners mainly focuses on behavioral change and building skills that should inspire prisoners to look at mainly alternative means of livelihood and perspectives of life. The modules include counseling and guidance, rehabilitative music, dance and drama, vocational training, rehabilitative farming, carpentry, and

spiritual guidance. The programme has gone a long way in preparing inmates for reintegration back into society as better people.

The Prisons Service is realizing institutional benefits arising from the skills-building interventions. According to Frank Baine, the Prisons Public Relations Officer, the Uganda Prisons Service is among the largest producers of maize in the country from 21 prison farms and over one hundred gardens. These farms are used to impart and practice modern farming skills to the prisoners.

The Uganda Prisons Service also intends to roll out a parole system as part of the rehabilitation programme. This would inspire rehabilitation efforts in order to qualify for parole while at the same time de-congesting the prisons.

The cumulative effect of these reforms is that the Uganda Prisons Service is being transformed from being punitive to a correctional-oriented institution that holds a better 'public face'. According to

Dr. Johnson Byabashaija, the Commissioner General of Prisons, there is more to prison than punishment.

"Society will be safer with a system that excels as a correctional organization. This calls for critical reforms in the current prison systems to influence transformation of prison services to correctional centres."

Beneficiaries speak out

Paluku Kamuhere is a 30-year-old inmate serving a 9-year sentence. Under the formal education programme of the Uganda Prisons, Paluku scored Aggregates 32 in the Uganda Certificate of Education (UCE). He is a beneficiary of the free education offered within the reformatory as an opportunity to achieve his goals. "Now that I am in school, I want to make good use of the knowledge and rehabilitation services attained within the correctional centre to become a responsible citizen upon discharge," Paluku says.

Hamuza Tumuhamye, a 40-year inmate serving a 20-year sentence, scored

aggregates 39 in UCE exams. Hamuza says he is determined to become a lawyer so that he can advocate the rights of the under-privileged and innocent who at times are arrested and thrown into jail.

JLOS continues to support social rehabilitation and reintegration of offenders into society as law-abiding citizens, while promoting the social welfare of both prisoners and staff. For example within the 2012/13 reporting period, about 7,870 inmates across Uganda were imparted with life skills ranging from industrial training and agricultural skills to formal education. Further, 15,607 inmates were counseled and 791 were re-integrated into their communities once they had completed their sentences.

The Welfare and Rehabilitation Division of the Uganda Prison Services is being strengthened to develop new social rehabilitation and welfare policies/ programmes and promote the social reintegration of offenders into the community as productive, law abiding citizens. It also aims to promote community corrections and aftercare of discharged prisoners as well as monitor, supervise and evaluate the efficient and effective implementation of rehabilitation, reintegration and social welfare programmes.

A recent report by the African Journal of Criminology and Justice indicates that Uganda has the best prisons rehabilitation programmes in Africa and ranks fourth globally. This is testament of the efforts of the Uganda Prisons Service, JLOS Sector in transforming Uganda Prisons into a correctional institution. ■



Inmates attend a Geography class at Luzira Prisons.

Entebbe DCC making citizens realise that justice is real

The District Chain-linked Committee (DCC), chaired by the Chief Magistrate, meets on a quarterly basis and also comprises the State Attorney, representatives from Police, Prisons, Civic leaders and selected members of the public with the mandate to find solutions to issues relating to the JLOS focus areas of Land Justice, Commercial Justice, Criminal Justice and Family Justice.

By Sheila Tiara Wamboka

The old sayings that 'justice is for the rich,' and 'justice delayed is justice denied' are becoming history in Entebbe Municipality.

This is because key players in the administration of justice have teamed up under the District Chain-linked Committee (DCC) to handle challenges that affect the quick dispensation of justice. DCCs were set up by the Justice, Law and Order Sector (JLOS) and are responsible for joint planning, supervising, monitoring and evaluation of performance against set targets.

The key justice players include; the Judiciary, Office of the Directorate of Public Prosecutions (DPP), Uganda Police Force and Uganda Prisons Service.

The Committee meets on a quarterly basis with the Chief Magistrate as the Chairperson and the Resident State Attorney as the secretary.

Entebbe Grade One Magistrate Mastula Mulondo, speaking on behalf of the Entebbe DCC Chairperson, cites some of the success stories that have come out of their DCC engagements.

Crisis management

Hygiene-wise, Magistrate Mulondo says



The Principal Judge, Hon. Justice Dr. Yorokamu Bamwiine at a JLOS open day, which was organized by the Judiciary in partnership with DCCs and other JLOS Institutions.

initially, the suspects from Police cells used to be really smelly when they were brought to Court to be charged.

But during one of the DCC meetings, they asked the Police to ensure that suspects take a bath.

"We raised this issue and we advised the police to allow the suspects to bathe because being a suspect does not take away their rights to bathe," she says.

The police gave the excuse that they didn't have sufficient money to buy bathing soap for all the suspects but the DCC told them to allow the relatives of the suspects to bring them liquid soap. The problem was solved.

Also, previously, the police was not allowing the HIV-positive suspects in their custody to get their medication. Because of the DCC engagements, the police now allow the suspects to take their drugs freely.

On whether the Police observes the 48-hour rule to have the arrested suspects arraigned in court, Mulondo says because of the coordination between the police and court, this human rights abuse has largely been done away with.

She says because of the coordination, Police has been advised to desist from keeping suspects over the weekend. In addition, complaints about missing files are not heard of anymore and that if a

What others say

"I thank the Court in Entebbe for inviting the community to be part of the DCC community meetings. Through these meetings, we have been sensitized, which has helped us demystify the different roles of the justice institutions," says Robert Lukyamuzi, a resident of Nakiwogo, Kitooro, Entebbe.

Lukyamuzi adds, "Before taking part in the meetings, we did not know our rights but the DCC meetings have helped."

He says through the DCCs, residents have had the chance to interact with different institutions such as the Courts, Police and Office of the Directorate of Public Prosecution.

"I had never stepped in Court until I was invited for the DCC meeting," says Stella a mother of three. She says she was greatly surprised when all her concerns were addressed during the meeting.

Inspections

About inspections, the magistrate reveals that the DCC usually carries out impromptu visits to prisons and other places of detention in search of human rights abuses being committed on inmates.

The police stations that are mainly inspected are Entebbe and Kisubi given the huge numbers of suspects they keep in their cells.

Role of DCCs

- Oversee and coordinate improvements in the administration of justice and maintenance of law and order.
- Enhance case management and reduce case backlog.
- Address issues relating to the JLOS focus areas
- Conduct district-level monitoring of JLOS activities and inspect or visit offices of JLOS agencies
- Be the Focal point for JLOS district activities
- Undertake civic, public education and outreach programmes.
- Iron out misunderstandings between stakeholders and enhance the 3Cs.
- Create an open and safe environment in which it is possible to discuss each other's performance, strength and weaknesses.
- Undertake periodic reporting to the JLOS Technical Committee through the JLOS Secretariat
- Strive to remove impediments in the chain of justice;
- Organisation of JLOS open days in the areas of their jurisdiction;
- Ensure that all institutions respect, observe and promote the Bill of Rights in the Constitution with regard to timely delivery of justice, fair trial rights, rights of suspects and persons in detection. ■

Who are the members of the DCCs at District Level?

- All the JLOS Institutions present in the District
- Representatives of relevant Civil Society Organisations and Private Sector Organisations; operating within the four JLOS thematic or

focal areas of Criminal Justice , Land Justice, Commercial Justice and Family Justice.

- Civil and Local Leaders.
- Nominated members of the public.

court official is not going to be around, they have a WhatsApp group where they communicate so that litigants are not left stranded.

Community policing

The other success story that she points out was how the recent wave of murders of women in the neighbouring Katabi area was brought under control.

A security meeting was called, which resolved to round up all the prostitutes thinking that they were the cause of the murders. When the murders continued, they had to change the strategy by arresting some fishermen whom they suspected to be the culprits. Still, the murders

persisted and that was when they had to change tactics. The murders eventually subsided.

Also proper coordination has enabled the magistrates to advise the Police not to prefer criminal charges of trespass and malicious damage to property on land matters.

Magistrate Mulondo explains that when land matters are handled as a criminal issue, the fights over the land would continue. But if they are handled as civil matters, the ownership issues are settled by the Court, and land wrangle ceases. This, she says, is what is happening in Entebbe because of the DCC.



The High Court building in Kampala.

Future-proofing the legal profession

A case for alternative dispute resolution mechanisms in EAC as a long term solution to the monster of case backlog

By Barbara Kitui Cobinnah

Of late, it is increasingly challenging to obtain expeditious justice using the formal justice system. This is greatly attributed to the legal animal called case backlog. The Webster Dictionary defines backlog as 'an accumulation of tasks unperformed...' We can safely define case backlog as the accumulation of incomplete suits in the formal justice system.

You may be asking; why should I care about case backlog? All I want is my case lodged in the formal justice system so that I can 'teach my opponent a lesson!' Wait a minute! Counsel, you need to care! According to the Case Backlog Reduction Committee (CBRC) in Uganda, there are over 155,400 incomplete cases in Uganda's system. Of the 155,400 cases, 7,837 have spent

more than two years in the court system. Case disaggregation includes: criminal 44%; civil 33%; land 14%; family 3%, and commercial 2%. (CBRC Report, 29 March 2017).

The case backlog situation is of great concern in East Africa. With additional evidence from Kenya and Tanzania, it is undoubtedly that case backlog is a huge animal that needs to be tamed in East Africa. In Kenya, by January 2017, case backlog stood at 490,000 cases. In Tanzania, it was revealed that there are over 2,807 old cases in the system and 575 cases were pending for over ten years while the remaining 2, 292 cases were in court for over five years.

Several factors cause case backlog. They include: increasing number of matters filed in court; endless adjournments by advocates; corruption in the

justice system; 'disappearance' of files; misplacement of files; litigious nature of society; and limited number of judicial officers. The list is endless.

Alternative Dispute Resolution (ADR) is a non-litigious method of resolving conflicts. There are several types of ADR including; mediation, conciliation, arbitration, and reconciliation. If lawyers in East Africa emphasised the use of ADR, the legal profession's longevity would be guaranteed.

The benefits of ADR are numerous. The first being good health. Yes; good health! When lawyers employ ADR, the yokes that accompany litigation are unshackled. ADR saves time and money; gives parties to the suit a chance to be heard; it is the quickest way to access justice; and it gives advocates the opportunity to create room for more business.

In Uganda, there have been interventions like case backlog reduction programme; session system; mediation, small claims procedure, plea-bargaining; and the creation of new High Court Circuits, Divisions and Magisterial Areas (CBRC Report, 29 March 2017). These are lessons, which can be replicated in East Africa – if they have not been. The discussion on ADR should not stop.

Now is the time to stop doing business as usual – do business unusual! 'Discourage litigation. Persuade your neighbours to compromise whenever you can. As a peacemaker, the lawyer has the superior opportunity of being a good man. There will still be business enough!' said Abraham Lincoln. ■

State of the art e-Immigration System

The fully automated system, which accepts payments and issues visas and permits remotely, has revolutionized service delivery at the Ministry of Internal Affairs

By Jacob Siminyu

On July 1, 2016, the Directorate of Citizenship and Immigration Control (DCIC) operationalized Uganda's first fully-fledged online/electronic application and payment system for immigration facilities. It has caused a real revolution at the Ministry of Internal Affairs.

You cannot even imagine the working conditions in the Department of Immigration Control where the system started - a paperless working environment, immediate assorted reports, zero physical contact with prospective clients, zero journeys to immigration until your facility is approved, record timeliness (15 minutes of contact with clients whose facilities have been approved) and a 24/7 processing and support team.

The system is used for electronically applying for and the processing of Immigration facilities by applicants and officers respectively. Persons intending to travel, study or work in Uganda can now visit our e-immigration portal at www.visas.immigration.go.ug and easily apply for the relevant Immigration Facilities such as Visas (Ordinary/Tourist visa, Multiple-Entry Visa, East African Tourist Visa, Transit Visa, Visas for Diplomatic and Official Passport Holders), Student Passes, Entry (Work) Permits, Special Passes, Dependent Passes and Certificates of Residence. All forms of citizenship and Passports Applications are in the process of being added onto the portal and will be ready by the end of December 2017.

Excitement about quick results



An immigration check point at Kagitumba-Mirama Border Post in South Western Uganda.

Missions with e-visa

Abuja, Addis Ababa, Ankara, Beijing, Berlin, Brussels, Canberra, Guangzhou, London, Mogadishu, New Delhi, Ottawa and Washington.

It is really exciting to notice that the turn-around time has drastically changed from two weeks to just five days for Work Permits and from seven days to just under three (3) days for Special Passes, Dependant's Passes,

plus all Visas and Students Passes.

The e-Visa system currently accepts MasterCard and Visa card payments.

When the application is approved, the applicant receives an email notification, with an attachment of the e-visa Approval/authorization to travel.

Indeed, this new platform has immensely cut down on time spent processing Visas on entry and boosted Uganda's tourism, cross border trade and primarily made visiting Uganda for business or pleasure much easier and enjoyable. ■



Officials of NIRA attend to applicants during the National ID registration exercise at Kololo Independence Grounds.

National identification and registration a success

Since July 2015, NIRA has received more than 23 million National ID applications and of these more than 17.5 million have already been issued to Ugandan citizens.

During the implementation of the SIP III, the National Identification and Registration Authority (NIRA) successfully implemented the National ID project – with a majority of citizens being issued with IDs. The National ID Project was central in compiling the National Voters Register critical to the 2016 General Elections. It is expected that data collected from this exercise will be crucial to the delivery of core Government services across multiple Sectors through the proposed integrated E-government information-sharing framework.

The National Identification and Registration Authority (NIRA), established by the Registration of Persons Act 2015,

commenced operations on July 1, 2015. So far, more than 23 million adult Ugandans have registered for their National ID and more than 17.5 million have received them. NIRA also facilitated the Uganda Communications Commission in the SIM-Card Registration exercise, and the Ministry of Public Service with the verification of Civil Servants.

In 2016/17, NIRA issued 43% of the total

National ID applications, 82.7% of the birth certificate applications; 69.3% of the death certificate applications and 67.3% of adoption certificates applications as shown in table 15.

NIRA has also began the execution of registration of learners/students aged 5-16 years in collaboration with Ministry of Education and Sports and other key stakeholder institutions in schools across the country. The target is to register ten million students in both Primary and Secondary school.

For its success in implementing the National ID project, NIRA was awarded the 2016 JLOS Milestone Achievement Award, which was presented during the 21st Annual JLOS Review Conference. ■

Performance of NIRA (FY 2016/17)

Category	Applications	Issued	%
National ID	1,168,752	502,568	43
Birth certifications	36,727	30,385	82.7
Death certificates	3,143	2,178	69.3
Adoptions	55	37	67.3

Real Life Stories

Juvenile Justice: A red-letter day for Suraya

Teenage marriages and pregnancies were a common occurrence in the past as a result of the parents' greed for money. Most parents would be delirious about the dowry they received in return for their innocent daughters. Today, most of the pregnancies have turned out to be very exasperating as most teenagers are victims of defilement.

Suraya Kwagalala's (not real name) sad story tells it all. The unfortunate teenager from Kamuli District was defiled in the neighborhood on her way from the well where she had gone alone to fetch water. To add salt to injury, she was arrested from her home on accusations of alleged defacement of posters. Suraya was expeditiously taken to court where her case was registered. She was immediately charged and remanded to Naguru Remand Home.

At the remand home, it was not detected immediately that Suraya was pregnant. Neither did she know that she was expecting. Luckily, the officials at the remand home detected the pregnancy. Upon interrogation, it was confirmed that Suraya was

pregnant as a result of defilement - a case that was not reported to the Police.

It was during a routine visit and inspection by the Justice for Children programme (J4C) coordinator that Suraya was spotted. The situation was perplexing as the girl seemed to be innocent since she did not know the identity of the culprit. This prompted a quick intervention of the J4C coordinator who liaised with her colleague in Jinja to find a way of getting in touch with the court in Kamuli to solicit the immediate release of the girl. The J4C intervention yielded fruits as Suraya was eventually set free by the court and handed over to her parents in Kamuli.

It was a red letter day for Suraya as justice prevailed though the intervention of the J4C coordinator and Remand Home officials who were hopeful that the defiler would be arrested so that Suraya could get full justice.

About J4C

The Justice for Children (J4C) programme is an initiative of the Justice Law and Order Sector (JLOS) funded by Unicef and coordinated by the JLOS Secretariat. The programme is aimed at strengthening the overall Sector's capacity to respond to the needs of children in the justice system. J4C has adopted a new approach to juvenile justice by advocating for justice for all children, not just children in conflict with the law. ■

How Justice Centres Uganda saved me

"My name is Rose (not real name) and I have been referred to you by Judge Richard (not real name) from the Land Division of the High Court of Uganda. I am a Kibanja holder on a piece of land on which I have lived with my late husband for sixty nine years now. My husband passed away in February 2013 and he was buried on the same Kibanja.

The week he was buried, unidentified people came onto our land in the deep of the night and cut down all our coffee and banana plantations. In the morning, we were informed by someone who identified himself as a surveyor that the owners of the land wanted us off. I frantically run around for help. With our reputation as the

poorest family in Masanafu, I had no money to give to the Police to help us.

We nonetheless approached them and they stated that given that I am the oldest resident of the village, they would do whatever it takes to help me. They had also heard about Justice Centres Uganda (JCU) and they provided

me a toll free number, which when I called; I got very kind attention to our matter.

The surveyor was arrested with the help of JCU. That is how I can still afford to smile today, because of the availability of a free legal service, which I could never have dreamed of had I to pay for it myself!" ■

Inside the JLOS House Project: An overview

The JLOS House Project is a three-in-one infrastructure development project aimed at strengthening good governance principles by making it easier for JLOS institutions to coordinate and offer better services leading to enhanced transparency, accountability and ethics in a purpose-built office park and civic center.



An artistic impression of the JLOS Towers and High Court buildings.

JLOS House Timeline

2005

JLOS House project concept is conceived by the JLOS Leadership

2008

JLOS applies for a grant from the Netherlands Government as part of the ORIO facility that provided grants for infrastructural development in developing countries. The Sector application was unsuccessful.

2010

Ministry of Finance requests the Sector to prepare a bankable project proposal for the JLOS House.

2011

Minister of Finance requests JLOS to submit detailed drawings and bills of quantities so that procurement of a contractor could commence

The JLOS House Project involves designing, procurement, construction, commissioning, and maintenance of 74,000 square metres of rentable office space comprising of the following:

1. JLOS Towers and High Court at Plot 98-102 Katalima Road Naguru in Kampala to accommodate the headquarters of JLOS institutions (Ministry of Justice and Constitutional Affairs, Ministry of Internal Affairs, Uganda Human Rights Commission, Uganda Prison Service, Uganda Registration Services Bureau, Tax Appeals Tribunal, Uganda Law Reform Commission, Judicial Service Commission, Directorate of Public Prosecutions, the JLOS Secretariat, the Anti-Corruption and International Divisions of the High Court, as well as Criminal, Civil and Land Divisions of the High Court;
2. Police Headquarters to accommodate all the Police Directorates at Plot 40-96 Katalima Road Naguru in Kampala next to the JLOS House complex;
3. Appellate Courts and the headquarters of the Judiciary at High Court Grounds in Kampala to

accommodate the Court of Appeal, the Constitutional Court, Supreme Court and the headquarters of the Judiciary at plot 1 The Square in the Central Business District of Kampala City;

4. The overall goal of the project is to provide office accommodation for the JLOS Institutions as a one-stop service centre in order to facilitate and improve service delivery and increase access to JLOS services.

The objectives of the project are

- To provide office accommodation (JLOS Towers) and a purpose built High Court;
- To provide green and intelligent buildings that will increase Police productivity and improve quality of policing services;
- To provide for a custom-built Judiciary headquarters and appellate Courts that will promote access to judicial services.
- Specifically, the project is expected to enhance operational efficiency, promote coordination among JLOS agencies and reduce the high cost of rent and align JLOS infrastructure to

Numbers

74,000

The number of square meters of office space for the JLOS House (that is five Workers House buildings combined!)

Sh17 bn

The amount of money to be saved by Government annually (in rent) when the project is completed

13

The number of firms that expressed interest in the JLOS House Project

9

The number of firms that were shortlisted for Request For Proposal (RFP) stage

10

The number of JLOS institutions set to benefit from the JLOS House Project

Feb. 2014

Ministry of Finance advises the Sector to procure the JLOS House Project under PPP modality

Jun. 2014

A call for expression of interest (EOI) from companies or consortia to review the designs, procure, finance, construct the JLOS House is officially released

Jan. 2015

Request for Proposals (RFP) issued to short-listed firms on 19th Jan 2015

Aug. 2015

JLOS officially announces the preferred bidder for the JLOS House Project following evaluation of RFP submissions. Negotiations commence.

2016

Start of negotiations with preferred bidder towards financial and commercial close.



An artistic impression of the proposed Supreme Court and Court of Appeal Complex.



An artistic impression of the proposed Uganda Police Headquarters.

business processes while deepening public access to JLOS services.

• JLOS, through the Public Private Partnership modality, has identified an investor to build and operate the JLOS House project structures. Currently, negotiations are ongoing between JLOS and the preferred bidder over the project scope and financing aspects.

• Overall, the JLOS House project has the potential to change the way Government conducts its business and how it relates with the public. The project stands out to introduce modern concepts of office management, open government, environmental conservation and rationalized use of time, space and other scarce resources, which if properly implemented, shall reduce the cost of public administration in the Justice, Law and Order Sector. ■

Quick Facts

- 1 A joint venture of Group Five Property Development Ltd (Pty) and TWED Property Development Ltd is the preferred bidder for the JLOS House Project. Other members of the consortium and partners are: ROKO, Drake and Scull, FBW, Stanbic Bank Uganda and Standard Bank South Africa
- 2 The Project is made up of three components: The JLOS Towers, the Appellate Courts and Police Headquarters
- 3 JLOS Towers and Police Headquarters to be constructed at Naguru in Kampala and the appellate courts to be housed at the current High Court Grounds behind the Constitutional Square in the City Centre
- 4 JLOS House to accommodate ten JLOS institutions including several ministries, departments and agencies; the Court of Appeal and the Supreme Court
- 5 On completion, the entire JLOS House project will provide 74,000 square meters of office space making it the single biggest building structure in Uganda ever undertaken by Government
- 6 The Project when complete will save the Government of Uganda \$5m, which it spends annually on renting office premises for JLOS institutions.
- 7 JLOS House to be built with cutting-edge green and intelligent building technology
- 8 The project is being implemented under the Private Public Partnership modality of Build-Operate-Transfer (BOT)

Pictorial



Members of the public being served at Wakiso Chief Magistrates Court.



Donal Cronin (R), the former Ambassador of the Republic of Ireland, salutes Hadija Namutebi (C), the Commissioner of Police in charge of Community Policing, at the launch of the Community Policing Strategy, on June 13, 2017.



A police officer manning the front desk at the recently constructed Wakiso Justice Centre in Central Uganda.



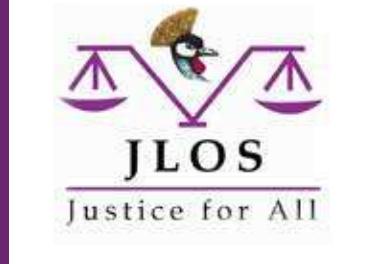
A delegation from the Austria Development Cooperation during a JLOS monitoring and evaluation visit in Central Uganda.



An official speaks to people at a public sensitization campaign on Small Claims Procedures.



A member of the public airing his views during a JLOS consultative meeting.



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