

37. The challenge however is the changing crime trends with new types of crime such as cross border crime, terrorism as well increasing levels of gender based violence. This is coupled with increased levels of congestion and pre-trial detainees in the prisons.

38. The number of children arrested per 100,000 child population reduced to 8.4 in 2016 compared to 9.4 for every 100,000-child population in 2014. Juvenile diversion is now 84.1% from formal judicial proceedings. The challenge however is the higher than targeted number of children on remand per 100,000 standing at 2.07 for every 100,000-child population compared to the targeted one child per 100,000 child population. Improved performance in addressing needs of children in conflict with the law was partly due to the special Justice for Children project funded by UNICEF. This programme needs to be supported to sustain the gains that have been made.

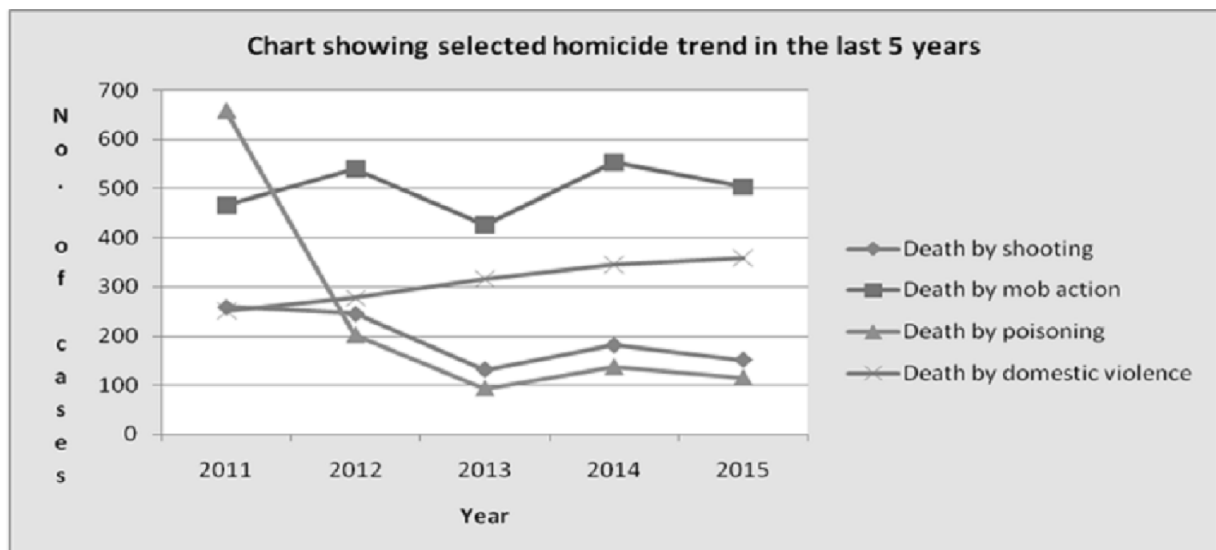
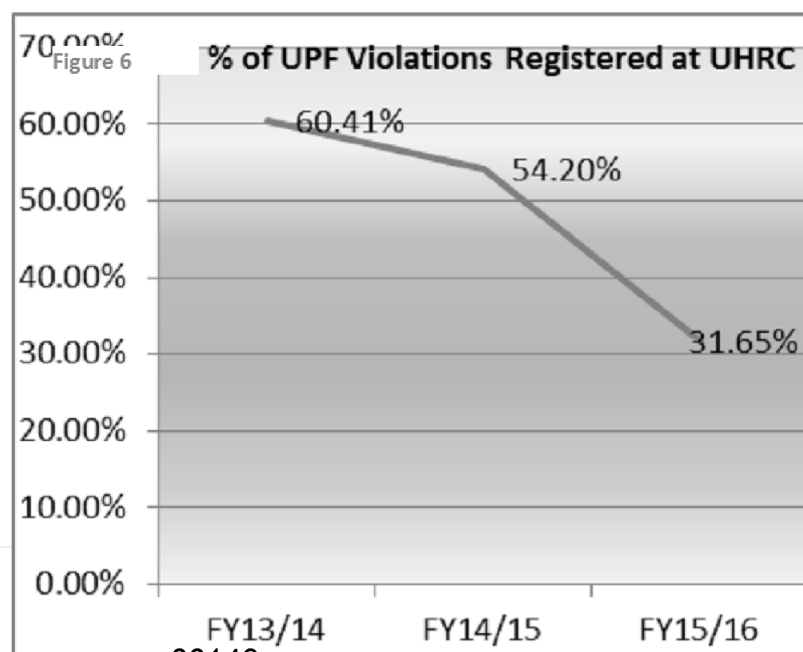


Figure 5 showing selected homicide trends over the SIPIII period

39. In terms of human rights observance, the number of reported human rights violations by JLOS agencies reduced by 41% during the SIPIII period. This is partly due to the adoption of a human rights culture and accountability and sensitisation of police and prisons that have always featured highly in terms of human rights violations.

Improvements were recorded in UPS with 90% of the prison units eliminating the “bucket system” and there are ongoing efforts to provide decent water-borne



sanitation facilities in all prisons. However, the welfare of prison warders and lower police cadres remains largely un-addressed, especially with respect to housing and living conditions. In addition, the congestion in prisons remains high with the existing holding capacity exceeded by up to two times.

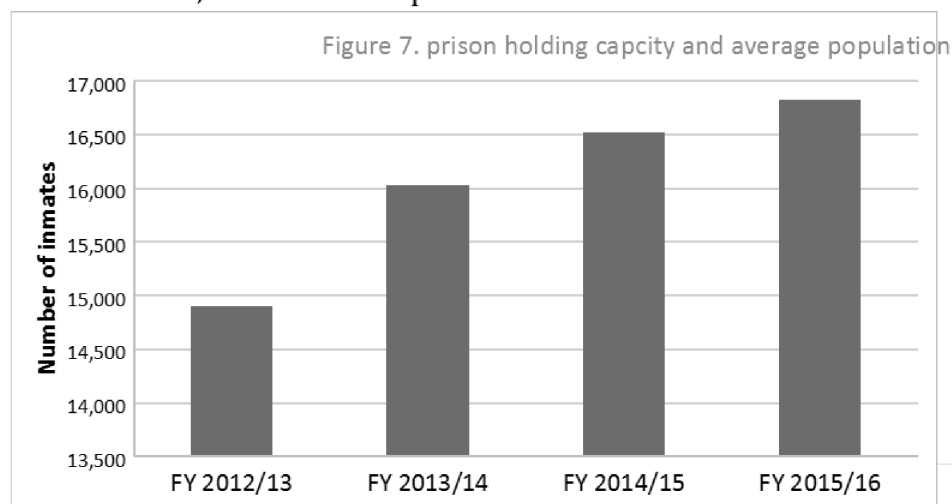
40. The fight against corruption is on course with a 12% increase in case disposal and improved internal disciplinary mechanisms that were implemented. The Chief Justice strengthened the inspectorate function in the Judiciary, by appointing a Justice of the Supreme Court as Chief Inspector of Courts.

41. One of the challenges is the slow, expensive and complex business processes that are largely manual. These among others have led to a prevalence of high lead times, increased cost of access, opportunistic corruption and slow decision making. It is therefore important to re-engineer and automate most of the business processes.

42. Challenges also still remain with case disposal in the justice system and in some quasi-judicial institutions such as the Uganda Human Rights Commission and Judicial Service Commission that are often affected by the expiry of the terms of service of their Commissioners. These institutions need to be supported to clear their backlog.

43. The changing crime trends and proliferation of new crimes such as cyber-crime, trafficking in persons, terrorism, white collar crime and the increase in other violent crime, including sex and gender based violence, remain a challenge which tests the preparedness of most crime fighting agencies. This is made worse by the fact that the more sophisticated crimes, many of which are cross border crimes in nature, are on the rise. There is need to enhance crime response and invest in strategies to prevent the occurrence of such crimes.

44. Justice delivery is a function of numbers. The Sector requires the right number of staff both in quantity and quality to deliver effective and expeditious services. This is not possible with the current judge to population ratio of 1: 720,000, police to population ratio of 1:764, and warder to prisoner ratio of 1:7.



One of the factors that continue to dampen public confidence in the justice system is corruption both real and perceived. It is therefore necessary that the

Sector's efforts to fully implement its anti-corruption strategy are supported. Initiatives to deal with public complaints will be strengthened and supported while internal disciplinary processes shall be respected.

45. To improve predictability and certainty of the legal framework, law reform should go hand in hand with the enforcement of laws. As pointed out "the rule of law is not just about the enactment of laws, nor about their simplification. It is the enforcement of the law in practice that counts."

46. A lot has been achieved by the Sector towards the fight against Corruption including the increasing number of convictions in corruption cases by the Anti-Corruption Division of the High Court. The Sector also supported the development of the legal framework, especially the enactment of the Prevention of Corruption Act and the Whistle-blowers Protection Act. Within the Sector, most institutions are implementing the Anti-Corruption Strategy albeit with a lot of challenges. However, corruption remains a major national challenge.

47. JLOS service delivery and institutional productivity remains low. In the initial years JLOS investment mainly focused on "stabilization reforms" including reconstruction, retooling and staff development. This was largely driven by the dire need arising out of the many years of institutional neglect and decay. Now, the opportunities for addressing the functionality of institutions are opening up, calling for the increased attention of JLOS to institutional and individual performance accountability.

48. There is need to address technical, cost, physical infrastructural and related barriers to access services of all JLOS institutions.

49. JLOS' mandate is to disseminate legal information to the public. However, levels of legal and rights awareness among the population served by JLOS institutions remains low. Procedures of access and mechanisms to obtain redress remain largely unknown to users. This limits the demand side ability to assert and claim their due entitlements from the JLOS system. Levels of knowledge and empowerment of users to access JLOS services will be prioritized in the SDP. JLOS is mandated to raise awareness of the legal and policy framework within which all people including the poor and marginalised groups may assert their rights. JLOS' mandate also extends to dissemination of legal information to the public, popularization of laws and massive education of the public on their constitutional rights and legal protections.

50. The majority of Ugandans seek information and advice from their social networks and the Local Council Courts (LCCs). Formal legal sources are used as well but to a lesser extent. More vulnerable people (poor people, particularly those in rural areas and people who received less education) tend to seek less information and advice because of

a lack of knowledge and confidence and a negative perception about the prospects of solving their problem.

51. The LCCs, particularly at the lowest level (LC1), hold an important place in Uganda's justice system. Despite the fact that these courts have not been formally constituted since 2001, when their constitutionality under the multi-party dispensation was challenged, they are presently the most widely used institution for dispute resolution in Uganda⁸. Ugandan citizens experience the LCCs as an effective dispute resolution process, although they also report that existing power relations within communities affect decision making in LCCs. Focused investments to strengthen the capacity of LCCs, following their re-constitution, would have a profound positive impact on access to justice in Uganda.

52. JLOS has since adopted transitional justice as an important process to deliver justice for conflict affected regions and communities in Uganda through the sector wide approach. During the SIP III the Sector was able to integrate Transitional Justice in mainstream sector planning and budgeting for the sector institutions and was able to achieve even in the absence of a legal framework for transitional justice.

53. A proposed National Transitional Justice Policy was developed in 2013, and it was received with enthusiasm nationally and internationally. According to an online blogger⁹, *'On 21 May 2013, the Republic of Uganda became the first state in Africa to publish a comprehensive Draft Transitional Justice Policy. Six years after the Juba Peace negotiations between the Lord's Resistance Army ('LRA') and the Government of Uganda ('GoU') ended without being formally signed by both parties, the GoU has committed itself to implementing an holistic Transitional Justice policy, designed to address issues of accountability, reparation and reconciliation in post-conflict Uganda. While still a 'draft' policy, it marks an historic step by the GoU in creating a framework designed to implement the provisions of the 'Agreement on Accountability and Reconciliation', Item no. 3 of the Juba Peace Agreement.'*

54. The delay to approve the TJ policy notwithstanding, the Sector prides in the establishment and functioning of the International Crimes Division of the High Court of Uganda.

55. The Court, which is 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 and crimes against humanity.

⁸ Justice Needs in Uganda 2016 – Legal Problems in daily life – HiL Innovating Justice

⁹ Paul Bradfield, Beyond the Hague; Thoughts on transitional justice from the Hague and Beyond, posted on August 9 2013, <https://beyondthehague.com/2013/08/09/the-lapse-of-amnesty-in-uganda-stimulating-accountability-or-prolonging-conflict/>

56. Other achievements include the development of the International Crimes Division (ICD) Bill to implement the component on formal criminal justice in the proposed national transitional justice policy to address gaps in the formal criminal justice system including witness protection, victim participation, reparations and access to justice by vulnerable groups.

57. The Sector supports the Amnesty Commission to resettle and reintegrate the ex-combatants, working hand in hand with the traditional leaders and the community to resettle and reintegrate the former rebels/or abducted persons.

58. The sector is supporting the development of jurisprudence on the Amnesty law. An Amnesty Amendment Bill was proposed, to address the gaps in the current amnesty process. The sector is quite sensitive that each transitional justice programme is unique and implemented in a specific societal context, often marked by broken institutions, exhausted resources, diminished security, and a distressed population. National capacity should therefore be strengthened to initiate and lead the process.

59. By and large, given the performance of the Sector over the SIPIII period and during the reporting period, there is a strong belief that improved efficiency and effectiveness in service delivery enhances public satisfaction and grows public trust. It is therefore important that efforts which promote greater public satisfaction with JLOS services should be harnessed and strengthened in the SDP IV. In addition, the 3C's (communication, coordination and cooperation), which is the foundation upon which the Sector is built should be demystified among all stakeholders for the Sector to remain valid, vocal and visible.

2.2 JLOS Budget Funding Trends

60. Over the last few years, the overall Sector budget has grown in absolute terms from 568bn in FY 2012/13 to UGX.1.244trillion in FY 2015/16 as shown in the graph and figure 8 below. However, the share of the Sector of the national budget has declined over time.

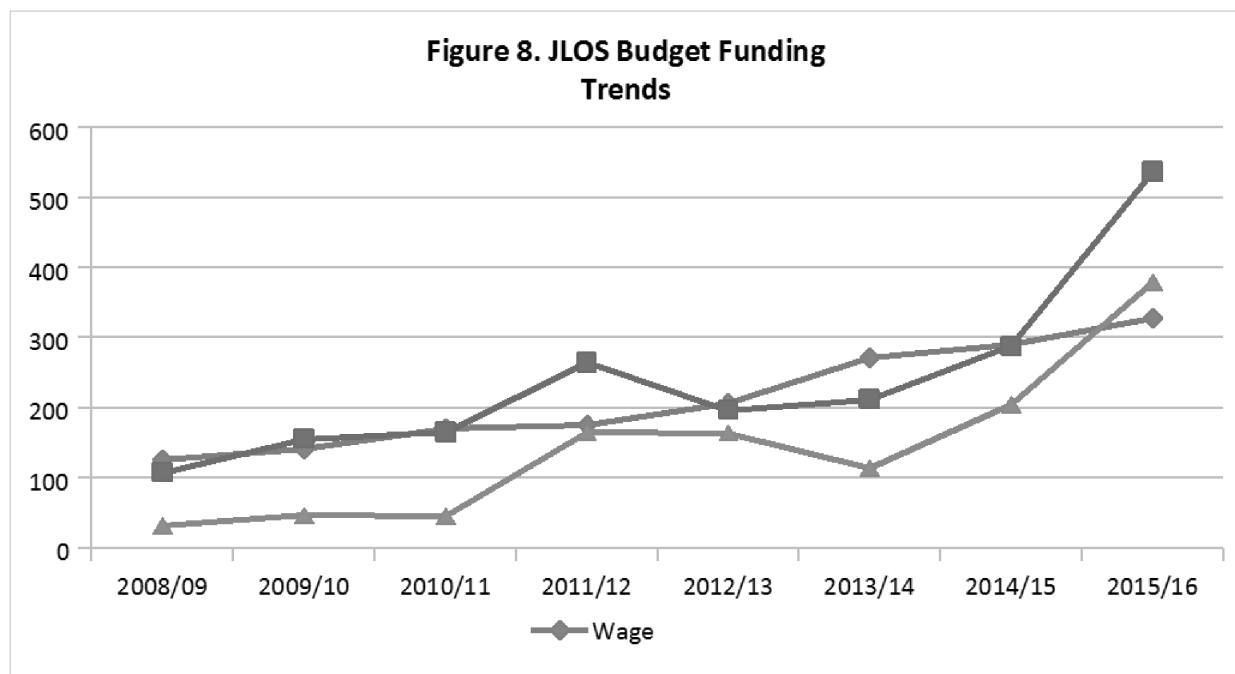


Table 1 JLOS budget allocations over the SIPIII period

Item	2012/13	2013/14	2014/15	2015/16
Wage	206.861	271.902	290.036	327.895
Non-Wage	197.126	212.339	288.28	536.758
GoU Capital	164.437	114.306	205.15	379.551
Total	568.424	598.547	783.466	1,244.20

61. The share of the Sector allocation in the national budget during the implementation of the SIPIII reduced by 19% from 5.6% in 2014/15 to 4.4% in 2016/17. This was made worse by cuts in donor support to the sector following the enactment of the Anti-Homosexuality Bill. The Table 2 below shows the share of the JLOS budget in the National budget which averaged about 1% of GDP. Donor support was also not stable in the period of implementation of the SIPIII as shown in Table 3.

Table 2 Share of the JLOS Budget in the National Budget

FY	National budget (tn)	Approved JLOS Budget (tn)	% share
2013/14	13.169	0.59855	4.5%
2014/15	15.054	0.80680	5.6%
2015/16	23.972	1.05700	4.5%
2016/17	26.361	1.15977	4.4%

Table 3 Statement of Donors support FY 2012-2015/16

Donor	2012/13	2013/14	2014/15	2015/16
UNICEF	77,043,284	00	647,045,715	1,063,473,286

DANIDA	181,818,182	00	300,000,000	DKK7,500,000
ADC (MfDR)	00	27,820,833	6,907,689	
DGF	00	00	465,687,200	Euro 8,211,356
NETHERLAND	22,000,429,100	25,214,996,741	37,208,480	Euro 1,000,000
SWEDEN	00	11,726,141,440	00	
ADC	Euro 2,000,000	Euro 2,000,000	Euro 2000,000	Euro 2000,000
ADC- ADR		1,065,113,959		
IRELAND	33,656,178	Euro 1,000,000		

Table 4. Budget allocation by Vote 2015/16 UGX Billions

Vote	Institutions	Wage	Non-Wage	Capital	Total	% share
007	MoJCA	4.248	52.964	32.21	89.427	7.2%
009	MIA	2.433	9.873	2.113	14.420	1.2%
101	Judiciary	26.571	76.449	6.710	109.730	8.8%
105	ULRC	4.149	5.692	0.235	10.076	0.8%
106	UHRC	5.590	7.409	0.742	13.740	1.1%
109	LDC	3.800	1.500	0.870	6.180	0.5%
119	URSB	7.057	6.658	0.000	13.715	1.1%
120	DCIC	4.106	10.537	131.675	146.317	11.8%
133	DPP	6.322	14.570	7.930	28.822	2.3%
144	UPF	216.820	269.042	176.064	661.926	53.2%
145	UPS	46.020	79.681	20.729	146.429	11.8%
148	JSC	0.780	2.384	0.269	3.433	0.3%
	TOTAL	324.095	535.258	378.681	1,244.03	

Table 5. JLOS MTEF Wage Ceiling (UGX Billion.)

Institution	2012/13	2013/14	2014/15	2015/16
MoJCA	3.996	4.156	4.156	4.248
MIA	1.490	2.340	2.34	2.433
Judiciary	15.316	24.513	24.88	26.571
UPF	140.936	186.489	194.17	216.820
UPS	29.530	31.377	39.20	46.020
DPP	4.690	4.984	6.04	6.322
ULRC	0.75	2.399	2.40	4.149
JSC	0.750	0.780	1.47	0.780
UHRC	2.47	3.590	3.59	5.590
LDC	2.849	3.024	3.02	3.800
DCIC	2.140	2.362	2.80	4.106
URSB	1.944	5.974	5.97	7.057
Total	203.765	271.988	4.925	324.095

Table 6. JLOS MTEF Non-Wage (Billion)

Institution	2012/13	2013/14	2014/15	2015/6
MoJCA	20.375	11.942	11.97	52.964
MIA	7.78	7.505	7.53	9.873
Judiciary	40.139	49.768	52.63	76.449
UPF	73.34	67.195	137.22	269.042
UPS	31.45	44.116	44.94	79.681
DPP	7.591	9.961	9.96	14.570
ULRC	2.637	4.427	4.79	5.692
JSC	1.515	1.443	1.47	2.384
UHRC	5.949	5.968	5.97	7.409
LDC	0.0	1.500	1.50	1.500
DCIC	5.58	5.773	7.56	10.537
URSB	0.770	2.741	2.74	6.658
Total	79.307	212.339	1108	535258

Table 7 JLOS MTEF Development Ceiling growth (Billion)

Institution	2012/13	2013/14	2014/15	2015/16
MOJCA	23.100	24.484	24.484	32.21
MIA	8.8	1.033	1.03	2.113
Judiciary	9.37	8.79	5.95	6.710
UPF	48.53	61.664	71.66	176.064
UPS	12.440	10.187	10.19	20.729
DPP	0.200	1.975	5.98	7.930
ULRC	2.70	0.200	0.20	0.235
JSC	0.11	0.028	0.24	0.269
UHRC	2.468	0.143	0.14	0.742
LDC	0.619	0	0.87	0.870
DCIC		30.286	108.89	131.675
URSB				
Total	39.073	130.087	25.199	378.681

2.3 EMERGING ISSUES

2.2.1 Changing crime trends including cross border crimes, terrorism and cyber-crime and sexual and gender based crime

62. According to the UPF crime reports, statistics show that the trend of crime over the last few years reflects a positive picture regarding prevention and detection of crime in Uganda. The UPF annual reports for 2007 – 2014 show that the rate has reduced from 831 in 2007 to 298 in 2014 representing a decline of 64% over the last eight years.

Despite the steady decline, there are categories of crime that are on an upward trend. These include sex related crimes that have increased by 64% from 7,360 in 2009 to 12,077 in 2014. In the period of 2013 and 2014 alone, sex related offences increased by 26% from 9,598 to 12,077. The child related offences increased by 27% from 8,646 cases in 2009 to 10,974 in 2013. Corruption related crimes more than quadrupled and increased by 382% from 95 cases in 2009 to 485 in 2014. Between 2013 and 2014, the number of corruption cases handled by the Criminal Investigations Directorate increased by 11% from 413 to 458. Cybercrime more than doubled from 36 cases to 83 in 2014. In addition, the threat of terrorism is still very present in Uganda.

63. Trafficking in Persons has also been on an increasing trend with 57 registered cases of domestic trafficking and 236 cases of transnational trafficking. Despite the milestones achieved so far, there are still structural and evidentiary challenges that need to be addressed so as to prevent Uganda growing further as both a source and transit country for trafficked persons.

With the growth of more sophisticated, technology based and syndicated crime, the methods and skills required of law enforcement personnel needs to be built to meet the new challenge. This requires greater investment in information technology, in forensics and in human resource development as part of the overall strategy to reduce the incidence of crime.

2.2.2 Climate change and environmental issues that impact other national programmes leading to land disputes

64. The adverse impact of climate change has become more evident in Uganda, with shifting weather and seasonal patterns. This is particularly harmful to an economy heavily dependent on agriculture and where the land is the basis of sustenance for many families. The impact of environmental degradation has been experienced by way of changing rain patterns, prolonged drought and floods and the resultant food insecurity. These challenges have heightened the conflicts around natural resources, including water, grazing areas and arable land.

The strategy will address the conflicts arising out of the increasing pressure for resources. In addition, the Sector will focus on the preventive measures, particularly the protection and management of eco-systems through the enforcement of environmental laws and by supporting efforts of other sectors, in promoting sustainable, eco-friendly development initiatives in the most vulnerable communities.

2.2.3 High youth/child population

65. Uganda currently has the second youngest population after Niger. 55% of the population is below 18 years and 23% are between 18 and 30. The age dependency ratio stands at 103%¹⁰. Unemployment in Uganda is also high. While the youthful population can be viewed as a future asset, the current combination of youth and unemployment is an immediate threat.

66. While the proportion of orphans have dropped from 13.1% in 2002 to 8.04% in 2014 and there has been a rise in literacy levels, these statistics must be transformed into productivity for Uganda to benefit from its youthful population. A conducive environment needs to be provided to turn the children of today into productive members of society in the future. The risk of them falling into crime is a clear threat to this transformation and efforts must be enhanced to reduce the number of children who are susceptible to engaging in crime and divert those who have already fallen into crime from the criminal justice system. In addition, the most vulnerable should be protected from violence and harm including sexual and gender based violence, domestic violence and trafficking. The Child Justice Strategy and the Justice for Children programme will be further developed and sustained through the SDPIV period to address these concerns.

2.2.4 Sustainable Development Goals

67. Uganda recognises and is committed to working to attain the Sustainable Development Goals. The JLOS in particular will, over the SDPIV period, focus on Sustainable Development Goal 16 which seeks to promote peaceful inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. The Sector will also contribute to the attainment of Goal 5 which seeks to achieve gender equality and empower all women and girls.

68. Peace, justice and effective institutions are critical to sustainable growth and development. It is acknowledged that people still struggle due to weak institutions and lack of access to justice. Violence against people, particularly children is a recurring challenge with homicides, trafficking and sexual violence being of particular concern due to their increasing occurrence¹¹. The proportion of the population in detention also has a negative impact on productivity and development and places an undue burden on the taxpayer.

We acknowledge that corruption and lack of transparency contribute to the gaps in access to justice and the limited trust in JLOS institutions. The targets set for the SDG's will therefore be an integral part of the Sector's Strategy and will guide the development and implementation of the SDPIV.

¹⁰ Uganda Bureau of Statistics – National Population and Household Census, 2014

¹¹ <http://sustainabledevelopment.un.org/sdg16>

2.2.5 Terrorism

69. Terrorism, while a global challenge, poses a continuing threat to regional peace and security in the Horn of Africa and the Great Lakes region. Uganda's young population is vulnerable to these threats due to the crises in neighbouring States, lack of skills and access to productive Sectors, weakening family structures and international connectedness particularly through migration and easier flow of information. There is need for continued vigilance to prevent the growth in radicalism as well as deliberate efforts to provide a conducive environment for the growth of productive sectors that can provide employment and other opportunities for the most vulnerable. In addition, resources still need to be constantly committed to the prevention and detection of terrorism and there is need for constant capacity building and equipping of those institutions responsible for preventing, detecting, investigating, prosecuting and adjudicating cases of terrorism.

2.2.6 Refugees

70. Uganda is currently host to approximately 1.2 million refugees from across the Great Lakes Region and the Horn of Africa. While Uganda's refugee policy has been lauded globally, the justice needs of refugees still remain largely unattended¹². Crime is present in the refugee settlements as in any other community, and forced migrants are being brought into the criminal justice system. The peculiar challenges that they face, such as language barriers, absence of suitable persons to stand surety, lack of knowledge of the laws and procedures and lack of means to secure legal representation, create more complicated conditions when handling their matters. Specific attention needs to be paid to the peculiar needs of refugees, as well as the need to have robust structures to address conflict within the settlements and with neighbouring host communities. The informal justice systems, legal aid structures and local council courts need to be developed further and supported to meet these needs.

2.4 SWOT ANALYSIS

71. The main strengths identified in overall service delivery revolve around the existence of policy frameworks to guide service delivery and the commitment by Sector institutions to improve the delivery of services. The main weaknesses identified in overall service delivery were the physical state of facilities, access to services, the levels of information provided to citizens, the lack of proper complaints mechanisms, and the lack of consultation with citizens, as well as internal clients to the departments. Government and departmental initiatives to improve service delivery have been

¹² Refugee Law Project – A Study of Informal Justice Structures in Refugee Settlements in Uganda, 2016

identified as the best existing opportunities to the overall quality of justice services. The challenge that remains is their gradual implementation.

Limited financial and human resources, insufficient staff training and the lack of ongoing monitoring and evaluation of service delivery remain threats that can hinder possible improvements in the Sector.

The Sector Secretariat is expected to be lean, but even then not all positions are filled. The position of Advisor Access to Justice Civil remains vacant and must be filled to enhance sector coordination. The individual staff establishment for the JLOS MDAs will be captured in the individual institutional strategic plans, which will be integral implementing parts of this plan. The Sector currently has a functional M&E plan with structures for M&E in all Sector institutions, coordinated by an advisor M&E based at the Sector Secretariat. A functional M&E system is in place although it is manual and must be automated. As part of the system there is joint GoU/Donor M&E taskforce that conducts periodic joint M&E programmes including periodic Sector reviews.

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Relevant institutional structures in place; ▪ Strong Sector Coordination, Communication and Cooperation; ▪ Increasing legal and civic awareness; ▪ Increasing Government and donor support ▪ Increasing public confidence and satisfaction ▪ Improving access and affordability of civil justice ▪ Effectiveness of the criminal justice system ▪ Independence of the judicial process; ▪ Numerous initiatives to improve access to justice (e.g. Justice Centres Uganda, Small Claims Procedures, Plea Bargaining, etc.); 	<ul style="list-style-type: none"> ▪ Perceived high level of corruption; ▪ Under-remunerated, under facilitated and unmotivated Sector staff; ▪ Inadequate human resource capacities ▪ High case backlog leading to overcrowding in prisons and high proportion of awaiting trial detainees; ▪ Long physical distances from JLOS services; ▪ Inadequate funding and rudimentary infrastructure and technology; ▪ Knowledge gap by JLOS officers on new and emerging areas of law and new trends in court management, policing, correctional services, etc.
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Local Council Courts and other community based structures and initiatives; ▪ Sector wide approach ▪ Harnessing the demographic dividend (Big 	<ul style="list-style-type: none"> ▪ Limited financial and human resources; ▪ Changing crime trends; ▪ Increasing land disputes;

<p>young population)</p> <ul style="list-style-type: none"> ▪ Improved community engagements e.g. community policing; ▪ Oil and gas production; ▪ Growing trade and investment opportunities. 	<ul style="list-style-type: none"> ▪ High child/youth population ▪ Gaps in the existing legislation and slow review process of laws.
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Despite the improvements, there are a number of areas in which the sector performance has not been as robust or where new challenges have emerged.

FINAL

3.0 SDPIV STRATEGIC DIRECTION

72. The SDP IV is the fourth Strategic Planning framework for the Justice Law and Order Sector and builds on the results of the previous plans. The JLOS planning framework was established on the basis of the need for an effective legal sector programme that is “tightly focused on strengthening the efficiency and effectiveness of the civil justice system, and within this especially the commercial justice system, as well as the criminal justice system”.¹³

Values:

- *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;
- *Growth and equity in service provision* to eliminate the gender, age, social and geographical disparities in the distribution of benefits from JLOS SIP III investments;
- *Deepening and strengthening de-concentration* in line with the overarching policy of moving political and governance structures nearer to the people; and
- *Transparency in the partnership; Accountability to stakeholders; and Excellence in implementation processes and outputs.*

3.1 Vision

73. Ensure that people in Uganda live in a safe and just society

3.2 Mission

74. To improve the safety of the person, security of property, and access to justice for inclusive growth.

3.3 GOAL

75. The overall goal of the Sector is “to Promote the Rule of Law

3.4 Development Objectives

- 1) To enhance JLOS infrastructure and access to JLOS services
- 2) To promote the observance of human rights and fight corruption
- 3) To strengthen commercial justice and the environment for competitiveness

¹³ Report of the Roundtable Discussion on the Government of Uganda Legal Sector Strategy – Monday 1st November 1999, Mamba Point Restaurant, Pg. 3

3.5 SDPIV Development Result

Table 8. SDPIV Development Results

SDPIV Goal and Objectives	Development indicators	Baseline 2016	Target 2020
Overall Goal: To promote the rule of law	Public Trust in the justice system	49%	55%
	Public satisfaction with JLOS services	72%	75%
	Index of Judicial independence	3.41	3.8
	Status of accreditation of UHRC	A	A
Objective1: To enhance infrastructure and access to JLOS services	% of case backlog in the system	24%	9%
	% of districts with a complete chain front line one stop JLOS service points	59.3	80
	Crime rate	298	287
Objective 2: To promote observance of human rights and fight corruption	Corruption perception index	0.25	0.30
	Proportion of decisions against JLOS institutions to total cases concluded by UHRC	46%	30%
	Proportion of remand prisoners	52%	45%
Objective 3 To strengthen commercial justice and the environment for competitiveness	Ease of doing business index	57.7	63
	Efficiency of the legal framework in settling disputes	3.8	4.1

3.6 SDPIV alignment to NDPII commitments

76. Under the NDPII, wealth creation and employment are among the critical goals and these can only be realised if there is an environment that promotes investment. Inclusive growth and transformation cannot thrive in the absence of the rule of law. The rule of law regulates economic activity, defines and affirms rights and obligations, therefore clarifying for investors the laws and institutional environment for doing business. Increasing the impact of efficient and effective justice delivery is therefore fundamental for poverty reduction, economic development and growth. An effective justice system ensures safety of the person and security of property, which are vital and necessary to providing an enabling environment for productive activity, investment and competitiveness.

77. In line with the second National Development Plan, the Fourth JLOS SDP seeks to

consolidate promotion of the rule of law by ensuring that at least 75% of the population of the people in Uganda are satisfied with JLOS services and that public confidence in the justice system is increased from 48% in 2016 to 58% by 2020.

78. At the macro level JLOS contributes directly to structural transformation of the Ugandan economy by promoting the rule of law through effective regulation of economic activity, clarification and affirmation of rights, and strengthening and implementing laws, regulations and institutional arrangements that shape daily economic and social activity. The end result of JLOS performance are improvements in economic and social health of the country creating an environment conducive for national investment in the priority sectors *strengthening Uganda's competitiveness for wealth creation inclusive growth and employment*. Regulations that are transparent, efficient and implemented in the simplest of ways make it easier for poor people to operate within the law and to benefit from the opportunities and protections that the law provides and is critical for the transformation of society. The Sector goal under the NDP II is to ***promote the rule of law***.

3.7 Guiding Sector policy framework

79 The Sector seeks to deepen and broaden access to JLOS services through well targeted interventions aimed at enhancing access to services, mainstreaming human rights and gender equality, fighting corruption and strengthening competitiveness and commercial justice. This calls for the full involvement of every sector institution; individually and collectively to deliver these results within their mandates and capacities guided by the following-

- Deliberate emphasis to fully discharge sector roles and mandate;
- Widening and deepening access to services of JLOS institutions;
- Eliminating case backlog;
- Addressing the wider civil and criminal justice challenges ;
- Development and funding of special programmes to target gender, age, poverty and other forms of vulnerability;
- Mainstreaming national priorities and the Sustainable Development Goals;
- A deeper knowledge and understanding of the informal justice systems with a focus on innovations to bridge the gap between formal and informal justice systems, whilst being committed to national and international human rights standards;
- Tackle the growing concerns of corruption and human rights observance; and
- Proactive engagement, collaboration and reaching out to actors outside the constitution of the Sector.

3.8. STRATEGIC OBJECTIVES

3.8.1 TO ENHANCE INFRASTRUCTURE AND ACCESS TO JLOS SERVICES.

80. The Sector is currently in a position where the geographical distribution and equipment of its service points does not provide access to all communities and are spread disproportionately across institutions, services and physical locations. Conversely the Sector is cognizant of the heavy investment required to achieve full physical presence across the country while at the same time mindful of the need to strike a balance between capital infrastructure reforms and building capacity of institutions to enhance access to justice. This objective will support institutions to deliver services in accordance with the user entitlements and standards stipulated in the Constitution. The term “access to justice” describes the ability of any person, regardless of income, to use the legal system to advocate for themselves and their interests. The focus will not only be on infrastructure but also addressing the critical barriers that limit access to services of the JLOS institutions including but not limited to cost, distance, procedures, knowledge, time, technicalities etc.

Strategic Interventions

3.8.1.1 Eliminate all cases that are over three years in the judicial system by 2019

82. In Uganda’s justice system, case backlog and delays in delivery of justice has been one of the main indictments against JLOS. The right to speedy trial and delivery of judgment is one of the major facets of the general right to fair hearing. Institutions will address systemic weaknesses to reduce case backlog; including a poor service culture; day to day operational constraints that inhibit access to JLOS services including provision of basic tools of the trade; the necessary operational funds and customer service.

Strategies

- a. Strengthen case management systems
- b. Review procedures that lead to delay in disposal of cases
- c. Improve records management and storage
- d. Strengthen the chain linked initiative

3.8.1.2 Enhance efficiency and effectiveness of JLOS Institutions

83. JLOS will address the issue of institutional functionality through a sector wide capacity assessment and capacity development plan aimed at optimal utilization of resources to develop capacities to attain the SDP IV results. Of particular interest will be leadership capacities; systems; staffing and staff capacities; tools

and infrastructure and capacities to integrate cross cutting issues; rights based approach and results oriented management across the Sector.

Strategies

- a. Review, reform and automate business processes in all institutions
- b. Build capacity and retool all institutions to provide services
- c. Strengthen supervision and collection of information for decision making
- d. Strengthen research capacity and continuous learning
- e. Advocacy to fill staff structures, enhance pay and staff welfare.

3.8.1.3 De-concentrate service delivery and ensure physical and functional presence of frontline JLOS services at county level by 2020.

84. The Sector will improve its infrastructure by ensuring availability of buildings, libraries and other facilities through construction of offices and ensuring availability of basic services such as electricity, water, communication facilities in each service point. JLOS will categorize and classify its services into JLOS districts at national, district and the lowest levels under a JLOS Services Functional De-concentration Strategy and Plan. Where institutional physical presence gaps exist in a geographical location, priority will be accorded to the supply institutions to close the gap and ensure presence of the right concentration of JLOS Services at all points of service delivery. The focus shall be on rolling out the justice centres model to ensure completeness of the chain of justice up to county level.

Strategies

- a. Implement the Sector infrastructure development plan
- b. Establish infrastructure and open new service points to complete the chain of justice country wide

3.8.1.4 Strengthen Justice for children

85. For children's rights to be more than a promise there must be a way for those rights to be enforced. Access to justice for children means that children, or their appropriate advocates where applicable, must be able to use and trust the legal system to protect their human rights. The legal system must provide children the means to obtain a quick, effective and fair response to protect their rights; the means to prevent and solve disputes; mechanisms to control the abuse of power; and all of this must be available through a transparent, efficient, accountable and affordable process. The importance of access to justice applies equally to children and adults,

yet children's rights in this area are always neglected and ignored. To address their shortfall the Sector under SDPIV will implement the following strategies.

FINAL

Strategies

- a. Promote child friendly services
- b. Build capacity of child justice duty bearers and institutions
- c. Fast track disposal of child related cases at all levels of the justice chain
- d. Pay special attention to children in post conflict areas.

3.8.1.5. Strengthen access to legal aid services

86. While our legal system can be a powerful tool for remedying wrongs, it is also extremely complex and can be difficult to navigate without the help of a trained advocate. For those unable to afford an advocate, access to the court system and the justice it can provide are limited. For those who choose to represent themselves, court costs and filing fees can be a barrier to obtaining justice. It can also be difficult to find information on simple procedural issues, like when and where to file a lawsuit and what rights you have in court. Without equal access to the justice system, many poor Ugandans struggle with legal problems that negatively affect their livelihood, their children and families. Our justice system is only as strong as the weakest person it protects. Ensuring that poor people have equal access to the legal system is important not only for protecting their quality of life; it's also essential for maintaining the quality of justice available to everyone in our society.

Under the SDP IV, the Sector will seek to strengthen and extend the State Brief Scheme to support Chief Magistrates and ensure that fewer cases are dismissed for lack of representation. The Sector will specifically focus on building the capacity of Legal Aid Service Providers to serve the population and will also align the Pro Bono scheme and the State Brief Scheme, while at the same time ensuring availability of choice.

In light of the challenges the Sector will implement the following strategies-

Strategies

- a. Strengthen the state brief scheme and pro-bono services
- b. Promote coordination and regulation of Legal Aid Service Providers (LASPs)
- c. Fast track the enactment of legal aid promoting laws
- d. Expanding efforts to assist self-represented litigants

3.8.1.6. Strengthen measures to effectively and efficiently prevent and respond to crime.

87. The Sector must pursue the formulation of a national policy on crime prevention, strengthen the capacity of crime fighting agencies including investigation, prosecution and correctional institutions to reduce the crime rate and effectively and efficiently respond to crime. In addition, the Sector will identify and implement specific measures to boost rehabilitation of offenders including juveniles to reduce the levels of recidivism in the country. Crime prevention strategies and measures that seek to reduce the risk of crimes occurring, and their potential harmful effects on individuals and society, including fear of crime will be implemented. Specifically, the Sector will implement the following strategies

Strategies

- a. Build capacity of crime fighting agencies
- b. Strengthen investigation of crimes and set and implement standards for investigation, prosecution, adjudication and correctional services
- c. Strengthen the use of scientific evidence in crime management
- d. Roll out neighbourhood watch programmes and community policing

3.8.1.7. Ensure stakeholders empowerment and enhance access to legal information

88. Limited legal information among the vulnerable users of JLOS services affects their ability to leverage and take advantage of services offered by JLOS to protect their interests. The Sector will under SDP IV increase access to public education in the administration of justice through the following strategies-

Strategies

- a. Establish information desks and provide user guides;
- b. Hold periodic service user dialogues, JLOS Open day and awareness weeks
- c. Carry out civic education on maintenance of law and order and administration of justice

3.8.1.8. Promote gender equality and equitable access to justice

89. The Justice Law and Order Sector has a duty to ensure that the Sector identifies and addresses gender inequalities to ensure compliance with Uganda's national and international commitments, including SDG 5 on Gender Equality. As part of the goal to achieve justice for all deliberate efforts must be made by the Sector to address gender and access to justice with particular focus on addressing the steeper barriers women face in accessing justice, countering the underrepresentation of women within the workforce in JLOS institutions and addressing the rise in crimes that specifically target women and girls.

Strategies:

- a. Provide a common framework for gender mainstreaming in the Sector;

- b. Enhance the capacity of Sector institutions to mainstream gender in planning, budgeting and monitor progress in promoting gender equality;
- c. Strengthen the collection, analysis, documentation and dissemination of information on gender issues and impacts on access to justice;
- d. Strengthen measures to address justice needs of refugees and host communities

3.8.1.9 Strengthen informal justice and transitional justice mechanisms

90. Conflict in northern Uganda and the Rwenzori sub regions lead to marked lawlessness and limited access to justice considering that the normal administrative and enforcement mechanisms of the Justice, Law and Order were strained and the two sub regions still bear vivid scars of the war. To wit came a considerable number of victims with the most vulnerable not being able to move on from the scars of war. Whereas the Sector recognises Government initiatives to address conflict and its effects there are serious shortfalls that have been experienced, creating the need for a holistic and comprehensive approach to institutionalize Government initiatives to address the current gaps and outstanding effects of conflict on the citizens of Uganda. The process of developing a transitional justice framework started in SIPIII, remains incomplete with a draft policy and administratively set up structures. There is therefore need to fast track the transitional justice process and strengthen transitional justice mechanisms. In the SDPIV the sector focus on TJ will be on enabling institutions and structures within and outside the sector to implement transitional justice initiatives/mechanisms. As such the affected communities and victims will be able to access JLOS services. Secondly the role of Local Council Courts in access to justice in communities cannot be over emphasised. It is therefore important that local council courts are re-established.

Strategies

- a. Re-establish and build capacity of local council courts I&II
- b. Strengthen transitional justice mechanisms

3.8.2 TO PROMOTE THE OBSERVANCE OF HUMAN RIGHTS AND FIGHT CORRUPTION

91. The Vision 2040 highlights the observance of human rights as a critical feature of Uganda's governance and rule of law architecture. This is also a fundamental intervention that promotes the citizens' dignity in development, and impacts on Uganda's national and international governance rating. Continued human rights violations undermine the rule of law and constitutionalism in Uganda, erode public confidence and trust in JLOS institutions, and stands in stern contrast to our regional and international obligations

Corruption, if left unabated has the capacity to undermine the over 16 years of JLOS reform investments. This would erode independent administration of justice, vitiate the

rule of law, and therefore lead to a mafia state capture. The poor and vulnerable person would suffer the biggest brunt of such a scenario.

Strategic Interventions

3.8.2.1 Strengthen measures to reduce human rights violations by JLOS Institutions

92. JLOS institutions are reported to be the most frequent respondents in cases of human rights violations and this erodes public confidence in law enforcement agencies, legitimacy in upholding the rule of law, and the resultant awards against Government lay a heavy financial burden on the State. Therefore, the Sector will stem the negative trend through a combination of internal and external focused approaches especially for law enforcement institutions (UPF and UPS).

Strategies

- a. Strengthen key JLOS human rights structures and enforcement of UHRC decisions
- b. Implement the Uganda National Action Plan on Human Rights and SDGs.
- c. Strengthen the enforcement of existing legal and policy frameworks.
- d. Training and sensitisation of staff

3.8.2.2. Strengthen measures to promote citizens' rights and obligations

93. The inadequate knowledge within the public domain and citizenry contributes to low levels of effective demand for rights, implementation of citizen responsibilities, accountability, and therefore creates opportunity for impunity. An informed and empowered citizenry averts abuses of human rights, enforces legal rights and contracts, provides a platform for social accountability, galvanises participatory governance, and fosters the rule of law. The Sector will pursue an internal and external oriented approach to realise this strategy.

Strategies

- a. Build knowledge based public consciousness of human rights standards and citizens' responsibilities to deepen social accountability.
- b. Enhance information dissemination on rights including transitional justice

3.8.2.3. Enhance efficiency and effectiveness of JLOS Institutions to fight corruption

94. The 2015 National Service Delivery Survey revealed that in cases of bribery, fraud, and extortion the Uganda Police Force were ranked as most corrupt at 75% and the Judiciary was ranked 4th at 19%. The JLOS SIP III Mid-term survey placed the corruption prevalence perception rating at 82.1% with the Uganda Police Force, Judiciary, and DPP ranking top respectively. The Sector will shift a notch higher from

framework development (laws and institutional set-up) to enforcement with a focus on zero tolerance to corruption.

Strategies:

- a. Enforce anti-corruption laws including asset recovery orders
- b. Strengthen detection and investigation of corruption
- c. Build capacity of JLOS anti-corruption agencies
- d. Roll out the implementation of the JLOS anti-corruption strategy

3.8.3 TO STRENGTHEN THE COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS

95. The rule of law regulates economic activity, defines and affirms rights and obligations, therefore clarifying to investors the laws and institutional environment for doing business. Efficient and effective justice delivery is therefore fundamental for poverty reduction, and inclusive growth. Aware of the gains made during SIPI under the commercial justice reform programme, and recognising that under SIPII and III little effort was undertaken to leverage the gains under commercial justice, there was either stagnation or reversal of some of the gains. The Sector under SDPIV will implement the following strategic interventions to provide an enabling environment for productive activity, investment and competitiveness.

Strategic interventions:

3.8.3.1. Reform and update laws to promote competitiveness and regional integration

96. The Sector will review the legal framework for commercial justice and identify areas for law reform and development to address the needs of new, emerging and changing areas of commercial business and practice. This will be aimed at providing a robust and supporting legal and policy framework for the growth and operation of new industries and business models as well as those areas that have been introduced to support Uganda's interventions in regional integration.

Strategies

- a) Propose legislation in new and emerging areas of commercial justice
- b) Consolidate and make available all commercial laws
- c) Simplify procedures
- d) Enforce existing commercial laws

3.8.3.2. Strengthen business registries (URSB, DCIC, NIRA, NGO Bureau)

97. Strategies will be implemented to enhance the efficiency of all the business registries, including measures to support integration for better communication between the various registries. This is intended to promote effectiveness and enhance the ability

to adequately monitor and track the performance of various entities in order to provide appropriate support services. The Sector will further work towards greater automation to provide a customer-oriented service that promotes more efficient growth and operation of businesses.

Strategies:

- a) Retooling and equipping
- b) Records management
- c) Staff training and placement
- d) Stakeholder sensitisation

3.8.3.3 Strengthen commercial and land dispute resolution processes and institutions

98. Reforms in the area of commercial justice under SIP I and II, placed the commercial justice institutions at the cutting edge of innovations in the region. Under the SDP IV the Sector will revive efforts to build the Commercial Court as a Centre for Excellence in dispute resolution and will also strengthen the capacity and operations of the other commercial justice institutions to provide fast and effective dispute resolution in all the specialised areas and in the area of Alternative Dispute Resolution.

99. Land justice disputes continue to take up a large proportion of the load in terms of case backlog in the civil arena and have been noted to contribute to several criminal matters, including murders, arsons, assaults and trespass. The delay in disposal of these matters also means that vast assets are tied up in litigation for prolonged periods, therefore hindering economic development processes. Strategies will be employed to give particular attention to the disposal of land matters and to strengthen the institutions that are specialised in this field.

Strategies:

- a) Case management systems
- b) Roll out initiatives such as mediation, small claims and land courts
- c) Review rules and procedures that cause delays
- d) Review business processes
- e) Build capacity of duty bearers in commercial and land justice and labour dispute resolution

4.0 INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

100. The JLOS SDP IV interventions under NDPII will be implemented by the 18 institutions that comprise the Sector along with Non-State Actor partners and development partners. In light of the strength and robustness of the existing management structures, the SIPIII structures have been retained and will be utilized to deliver SDP IV results.

4.1 Participating Institutions:

101. JLOS draws together 18 institutions that are involved in administering justice and maintaining law and order and promoting the observance of human rights in Uganda. The Leadership Committee reserves the right to admit entry of any other institution into the Sector. In considering an institution for admission to the Sector the Leadership Committee shall consider the mandate of the institution. All institutions under JLOS must have mandates that relate to the administration of justice and maintenance of law and order and they should be rule of law institutions.

102. Resources channelled through JLOS are aimed at enhancing service delivery in line with set standards. JLOS support to institutions is meant to catalyse the institutions to better execute their mandates. JLOS resources are not an additional resource. They are institutional entitlements to deliver services to the people that should be subjected to similar oversight and institutional leadership scrutiny. It has been noted in reviews of Sector performance that institutional performance was highest where JLOS resources planning, management and accounting was mainstreamed into the institutional resources. It was further recommended to pitch the institutional participation with the management committees. Previous SIPs were not resolute about the roles of participating institutions and reviews noted this as a weakness and recommended the formulation of a Sector Management policy articulating rights and responsibilities of participating institutions. This is intended to increase transparency and institutionalization of JLOS processes.

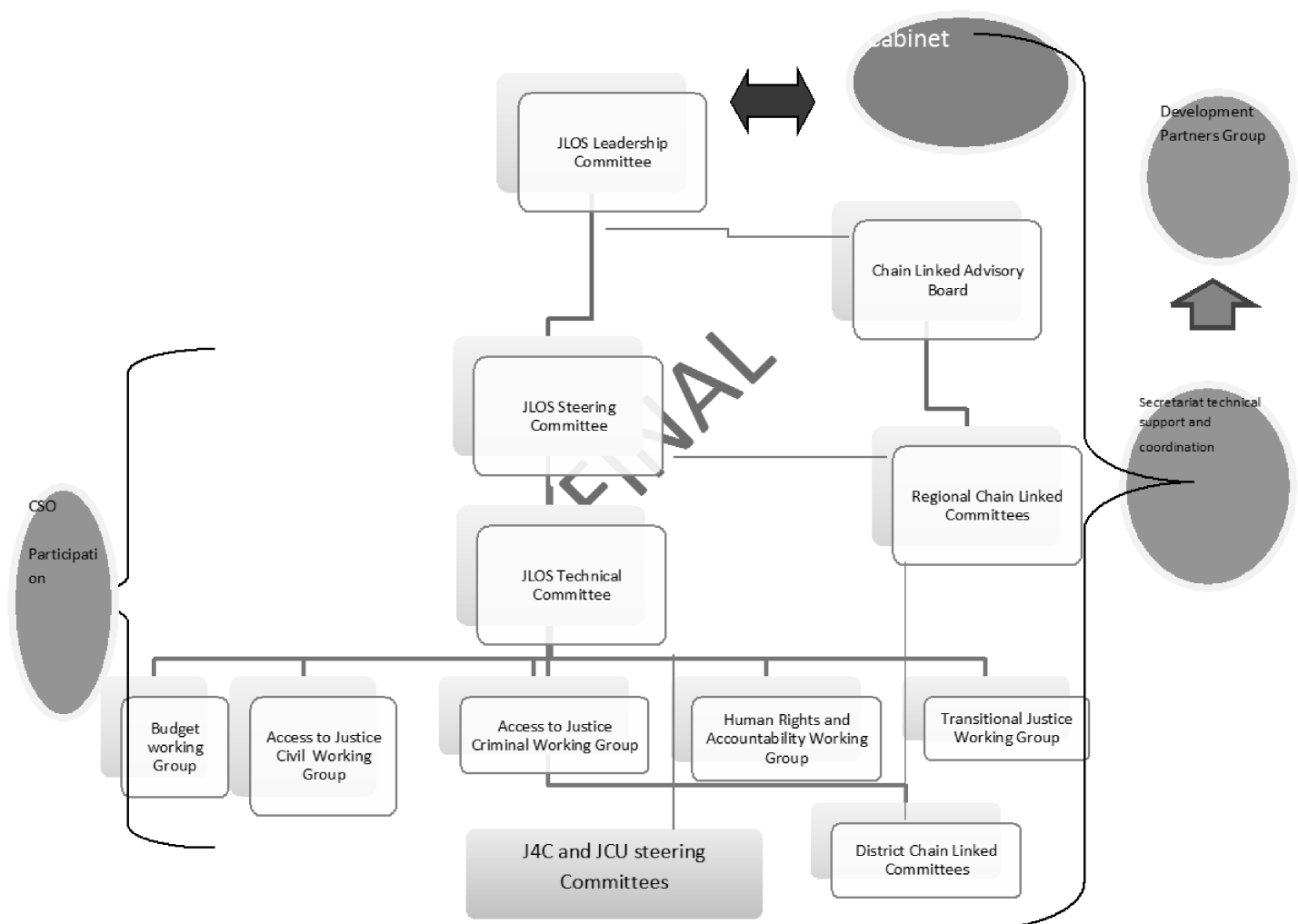
103. Within the JLOS framework, Institutions have rights and obligations. The Sector Management Policy will put in place the rights and obligations of participating institutions. SDP IV will draw from the Sector management policy for a full description of the roles and responsibilities of participating institutions. In summary the following are a pointer to the roles that should be based on shared interest and value proposition of each institution towards attainment of the Sector results;

- 1) Taking the lead in the setting of sector and corresponding institutional targets;
- 2) Integrate Sector targets into institutional plans and develop institutional annual work-plans;
- 3) Supervise and monitor implementation of institutional workplans on a day to day basis through institutional structures;
- 4) Periodic reporting of institutional progress in implementation of annual Work plan;

- 5) Manage all resources in the most efficient manner and allocated solely towards the attainment of Sector targets and results;
- 6) Representation, participation and leadership in JLOS structures to add value to JLOS process;
- 7) Institutional innovation; capacity development and pro-active leadership and management to deliver sector results
- 8) Rally institutional resources towards the attainment of sector targets.

4.1 Management structure at National Level:

104 The Sector Management Structure under SDP IV is illustrated below:



4.1.1 The JLOS Leadership Committee:

105. This is the Committee comprised of all heads of institutions, who are ultimately accountable for the delivery of JLOS services in the country, 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. The Leadership Committee is comprised of the following officials:

- i. The Chief Justice
- ii. The Deputy Chief Justice
- iii. The Principal Judge
- iv. Minister of Justice and Constitutional Affairs (MoJCA)
- v. The Attorney General
- vi. Minister of Internal Affairs
- vii. Minister of Finance, Planning and Economic Development
- viii. Minister of Gender, Labour and Social Development
- ix. Minister of Local Government
- x. Director of Public Prosecutions
- xi. Chairperson of the Uganda Law Reform Commission
- xii. Chairperson of the Uganda Human Rights Commission
- xiii. Chairperson of the Judicial Service Commission
- xiv. Chairperson of the Uganda Registration Services Bureau
- xv. Chairperson CADER Governing Council
- xvi. Chairperson Tax Appeals Tribunal
- xvii. Chairperson Citizenship and Immigration Board
- xviii. Chairperson of the NGO Bureau
- xix. Chairperson of the Board Amnesty Commission
- xx. Chairperson National Identification and Registration Authority
- xxi. Chairperson Steering Committee- (ex officio)
- xxii. Chairperson Technical Committee- (ex officio)
- xxiii. Senior Technical Advisor- JLOS Secretariat – (ex officio)

106. The Leadership Committee may co-opt any institution(s), individuals, Development Partners or Non-State Actors as deemed necessary to their meetings. The Leadership Committee may create Ad hoc or Standing committees to support its work. The Leadership Committee will determine its rules of procedure. The Leadership Committee meets a minimum of two times a year.

4.1.2 The JLOS Steering Committee

107. The Steering Committee is the body responsible for policy formulation, coordination, fundraising, external accountability and quality assurance of JLOS results to the people of Uganda. It shall consist of the following officials:

1. The Solicitor General (Chairperson)
2. The Chief Registrar (Alternate Chair)
3. Deputy Director of Public Prosecutions (Management Support Services)
4. Permanent Secretary, Ministry of Internal Affairs
5. Permanent Secretary, Ministry of Local Government
6. Permanent Secretary, Ministry of Gender, Labour and Social Development

7. Permanent Secretary/Secretary to the Treasury, Ministry of Finance, Planning and Economic Development
8. Permanent Secretary/Secretary to the Judiciary
9. Permanent Secretary/Secretary, Judicial Service Commission
10. Secretary, Uganda Law Reform Commission
11. Secretary, Uganda Human Rights Commission
12. President, Uganda Law Society
13. Inspector General of Police
14. Commissioner General of Prisons
15. Registrar General, Uganda Registration Services Bureau
16. Registrar, Tax Appeals Tribunal
17. Director, Citizenship and Immigration Control
18. Secretary, Amnesty Commission
19. Executive Director, National Identification & Registration Authority
20. Executive Director, CADER
21. Chairperson Technical Committee (Ex officio)
22. Senior Technical Advisor (Ex Officio)

The Steering Committee may co-opt any institution(s), individuals, Development Partners or Non-State Actors as deemed necessary to their meetings. The Steering Committee will determine its rules of procedure. The Steering Committee meets a minimum of four times a year.

4.1.3 The JLOS Technical Committee:

108. Technical Committee (TC): The Technical Committee will comprise technical personnel from the JLOS institutions at Director-level or heads of departments. There will be one representative from each of the JLOS institutions, with one alternate designated by each institution. (*Only one member from each institution shall attend at a time*). Other representatives shall include:

- The Senior Technical Advisor;
- Advisors from the Sector Secretariat;
- Chairperson and co-chairperson JLOS Development Partners group
- JLOS Desk officers at MoFPED and MoPS; and OPM

109. The Technical Committee shall drive the JLOS SDP IV strategy document and shall decompose the Leadership Committee vision and the Steering committee direction into immediate, medium and long term strategic objectives. The Committee shall also play an oversight role and coordinate strategy. The Technical Committee is responsible for the planning, technical direction and guidance; support and management of the programme. The Technical Committee facilitates, supervises and supports the JLOS Secretariat in implementation of the JLOS SDP IV. It is important to note that the following will have one person each as a member of the technical committee in their own right – The Law Council; Administrator General; National Community Service Programme; Amnesty Commission; NGO Bureau; Directorate of Government Analytical Laboratory and Criminal Investigations Directorate of UPF.

In sum, the functions of the committee are the following:

- 1) Drive the JLOS SDP IV Strategy targets
- 2) Monitor sector performance and delivery of results
- 3) Provide strategic direction to the implementation of JLOS SDP IV to ensure performance meets the standards by law and by the Leadership Committee
- 4) Link the Programme within the institutions, to the JLOS Steering and Leadership structures and to the Working groups and sub national implementation structures.
- 5) Troubleshoot, report to and advise the Steering Committee on SDP IV implementation;
- 6) Providing the primary link between individual institutions and the sector as a whole.

110. The Chair of the Technical Committee and an alternate chair, will be rotated annually, rotating amongst JLOS Sector institutions. One of the Advisors from the Sector Secretariat will be designated as Secretary. Meetings of the Technical Committee will be bi- monthly focused on impact rather than procedural matters only. There will be collective responsibility for decisions taken at these meetings. The Technical Committee will have the powers to invite the working groups and members of Task Forces to its meetings. For purposes of planning the working groups should make proposals on priorities. Priorities shall be initiated by the Technical Committee and approved by the Steering Committee and then handled by the Budget Working Group and institutions to inform the development of work plans.

4.1.4 Working Groups (WG):

111. Due to the breadth of the reform programme, working groups are extensions of the Technical Committee that offer in-depth consideration that will otherwise not be possible in the Technical Committee. Working Groups do not have decision making powers. They report to the Technical Committee for decisions related to resource allocation and management. The Technical Committee will largely operate through five Working Groups as follows

- i. Access to Justice Civil subdivided into two sub committees
 1. Civil main
 2. Land justice
- ii. Access to Justice Criminal - with one sub-committee
 1. Children and Family justice
- iii. Human Rights and Accountability;
- iv. Transitional Justice;
- v. Budget working group.

All chairpersons of working groups will be selected by the Technical Committee from its membership, while alternate chairpersons of each WG will be determined annually by members of each WG. Membership will be selected as follows:

- To the extent possible, each JLOS institution will nominate at least two suitable representatives to each WG. One will be a senior technical person knowledgeable in the thematic area and an alternate.

- CSOs and private sector bodies will nominate suitable representatives to the WG(s) deemed relevant

112. A budget working group shall be responsible for planning, budgeting, financial monitoring and quality assurance. The budget working group shall be chaired by the Registrar High Court, with the Under-Secretary MoJCA as alternate chair. The Budget/Finance WG will be comprised of financial representatives at Under Secretary level, a person heading the policy and planning unit of each institution and a representative from the JLOS Development Partner Group. The Advisor Monitoring and Evaluation and the Advisor Financial Management shall resource this working group. This working group will coordinate the development of work- plans and be responsible for audit, inspections and monitoring and evaluation.

The Advisors in the Secretariat will support the working groups in accordance with their respective portfolio.

Key Responsibilities

- Carry out delegated role of the Technical Committee;
- Maintain focus on pro-poor, low cost initiatives, vulnerable groups, conflict/ post-conflict affected areas;
- Monitor and evaluate progress of JLOS sector work plans towards achievement of sector-wide objectives;
- Recommend relevant changes to SDP IV implementation activities, as necessary;
- Respond to issues raised by the Technical Committee, Steering Committee and Leadership Committee;
- Continually seek to mainstream cross-cutting issues in all activities (Poverty, Gender, Conflict, HIV-AIDS, Environment);
- Benchmark JLOS against other successful sectors/models;
- Sector publicity;
- Lobby MoFPED for continued and increased funding of the Sector; and
- Develop annual work plans and budgets;

The Working Groups will meet at least once a month.

113. Institutional Policy & Planning units (PPUs)

Within SDP IV, focus will be on establishment of PPUs that are not yet in place, strengthening capacity of all PPUs and linkages both internally (institutional) and with the Sector Secretariat which will work closely with institutional PPUs.

Key responsibilities will include:

- Policy analysis;

- Liaising with institutional representatives to collect and analyse data;
- Monitoring progress towards achievement of indicators at institutional and sectoral levels
- Providing monitoring information to the WGs;
- Representation of institutions at WG.

In addition, regular meetings will be held between institutional PPU members and the JLOS Secretariat team at least once in two months. These meetings will be specific issues based and called by the Senior Technical Advisor, with the aim of building capacity in the Secretariat, monitoring progress, encouraging idea-generation and sharing of experiences.

4.1.5 Task Forces

114. The Sector will utilize task and thematic based taskforces to accelerate progress in identified areas of interest. All task forces will be resourced and supported by the JLOS Secretariat through the Senior Technical Advisor and will report to the Technical Committee. Key task forces include the following -

Gender Task Force will promote gender mainstreaming. The role of the Task force is to coordinate Sector structures; relations between working groups and institutions; coordinate actions and reporting; planning and implementation of concrete activities for gender equality in the institutions and to spearhead gendered learning processes in the Sector.

Justice for Children Task Force: The Justice for Children Steering Committee under the Justice for Children Programme shall be the task force of the Sector charged with crafting a unified strategy for improving services for children in JLOS.

Justice Centres Uganda Task Force: The Steering Committee of the Justice Centres Uganda shall be reconstituted as a Taskforce under the JLOS Technical Committee and will be charged with oversight over the management of the Justice Centres Uganda.

The Chairpersons of the Taskforces shall be drawn from the Technical Committee and the taskforces shall report to the Technical Committee.

Other taskforces shall include

- Inspector's Forum
- Human resource person's Forum
- Audit committee
- Case management committee
- Monitoring and evaluation committee

115. Institutional Management Committees: Institutions will work through their respective Institutional Management Committees with the support of the Policy and

Planning Units. The Policy and Planning Units are the Secretariats to the Institutional Management committees. Capacity development for the latter occurred in SIP 1, SIP II and SIP III. The form of capacity development under JLOS SDP IV will continue to strengthen the linkage between the PPU, Information managers; Inspectorates and Communications Departments and the Management Committees.

4.1.6 The Justice, Law and Order Secretariat:

116. The JLOS Secretariat is the axis around which JLOS results rotate. JLOS Secretariat will be restructured and expanded. It will also be capacitated to engage in institutional strengthening within the Sector institutions. Its renewed roles will include, but not be limited to the following;

- i. Develop for approval of the Technical Committee an annual Activity Calendar (including a planning and budgeting calendar) for internal use for JLOS SDP IV implementation with sector and institutional targets; and timelines for delivery;
- ii. Coordinate and resource the Technical Committee in the development of performance standards for institutions participating in JLOS including planning; implementation; monitoring; reporting; quality assurance and participation in processes;
- iii. Support the process of annual target setting; integration of targets into JLOS-institutional participation MoUs and assure the quality and sufficiency of the targets to attain and progress the SDP IV results;
- iv. Support the Technical committee and advise on relevance, sufficiency and value for money of proposed activities in the annual Sector Plans and the ability of cumulative annual work-plans to deliver the JLOS SDP IV results;
- v. Support, supervise and assure the implementation of annual plans, budgeting and integration of institutional plans into JLOS plans;
- vi. Support the Technical committee to supervise and monitor the performance of institutions towards set targets;
- vii. Link the reform process on the ground (including the foot soldiers and the demand side); and within institutions with the JLOS leadership structures;
- viii. Support the Technical Committee to access other JLOS innovations elsewhere to JLOS Uganda through research and innovations;
- ix. Facilitate communication, coordination and cooperation within JLOS institutions and between JLOS institutions and other stakeholders;
- x. Engage in change management advocacy within the JLOS institutions;
- xi. Provide technical back stopping to institutions as necessary to attain JLOS results;
- xii. Independent verification of institutional performance in compliance with the Sector rewards and sanctions mechanisms.

117. To deliver the JLOS SDP IV results the Secretariat will require enhanced systems for human, physical and information resource management to undertake its roles. Staff performance assessments; and overall organizational performance assessments will be enhanced and undertaken annually. Working with **IT sections at institutional level the Sector** will develop a management information system to provide more effective and timely information for management and decision making as well as enabling the

Secretariat to interface more effectively with the management systems of JLOS institutions.

118. The Sector Secretariat shall have full time members of staff to undertake the following functions:

119. Senior Technical Advisor (STA)/Team Leader: The STA will drive and coordinate the implementation of JLOS SDP IV and will also be in charge of results quality assurance. S/he will be responsible for the JLOS day to day operations. The STA will provide strategic thinking to the Sector; provide technical guidance in policy, long range and medium-term planning to the Sector. The STA will resource and facilitate the operations of the Leadership/Steering Committee. S/he will drive the integration of the cross cutting issues of gender, conflict, poverty and environment; profiling for and ensuring effective responses for vulnerable groups.

120. There shall be a **Deputy Senior Technical Advisor**, who shall be appointed from amongst the Advisors and shall serve in this capacity in addition to their role as an Advisor. The Deputy Senior Technical Advisor shall deputise the Senior Technical Advisor and perform the functions of the Senior Technical Advisor in his or her absence.

121. The two shall be supported by the following advisors and such other administrative staff as may be found necessary from time to time:

- i. Advisor Access to Justice-Civil
- ii. Advisor, Access to Justice - Criminal
- iii. Advisor, Human Rights and Accountability
- iv. Advisor Planning, Monitoring and Evaluation
- v. Advisor- Transitional Justice
- vi. Advisor- Financial Management

122. The Advisor, Access to Justice Civil will be supported by a resource person for land justice. The Advisor Access to Justice Criminal will be supported by a resource person for children and family justice. The Advisor Financial Management shall be supported by a resource person for budget analysis.

123. Monitoring and Evaluation is aimed at achieving efficient and accountable results reporting across the chain. Joint management of the planning monitoring and evaluation functions will allow for a) more effective oversight and stewardship at all levels b) improved reporting to stakeholders. The expert will facilitate the development of a single system to manage the planning, monitoring and evaluation work flow. It is recommended that a system be developed; building in part on the relevant design elements of the existing M&E framework – to provide structure, service and accountability measures to all institutions and stakeholders. It should be modelled upon the repeated planning, monitoring and evaluation processes. The system will be developed by the M&E units across all institutions; with technology support by the IT units and communicated through the communications units with the overall oversight of

the Senior Technical Advisor. The Advisor Monitoring and Evaluation shall be supported by two resource persons, one of which will be specialised in IT and Communications.

124. Administrative and support staff as deemed necessary by the Technical Committee will support the work of the Secretariat. The entire staff of the Secretariat will be paid through JLOS funds. The Technical Committee will be responsible for articulation of terms of reference; periodic reviews of performance and recommendation of renewal of contracts to the Solicitor General.

125. In addition, the Secretariat will obtain short term technical support as required and approved by the Technical Committee. The following support will be obtained particularly through short term technical assistance

- a) **Communication Services:** The communication function aimed at a) improving services by increasing the quantity, quality and timeliness of information used in decision making and day to day administration; b) increasing outreach and promoting networking among sector institutions; sector service users and other key players by leveraging mobile and other internet based information and communications technology will be undertaken by institutions with support from a professional communications firm. It is expected that these services will enable better program stewardship by changing the sector organizational culture to one of accountability, transparency, competency and performance based incentives.
- b) **Institutional technical advisors.** To advance the policy shift of providing affirmative action to weak institutions, JLOS will develop a framework to enable accelerated delivery of results and capacity development in identified institutions. Institutions to be considered here will draw from a value addition analysis to SDP IV results. This identification will be affirmed through a sector-wide capacity assessment.

126. Under SDP IV, the Sector will benefit from improved coordination amongst development partners, continued active involvement in JLOS including an expansion of participation from non-traditional donors.

4.2 JLOS at Sub National Implementation Level

4.2.1 The Chain Linked Advisory Board

127. At the national level the SDP IV maintains the Chain Linked Advisory Board chaired by the Principal Judge, with the Registrar High Court as secretary and will have the following members

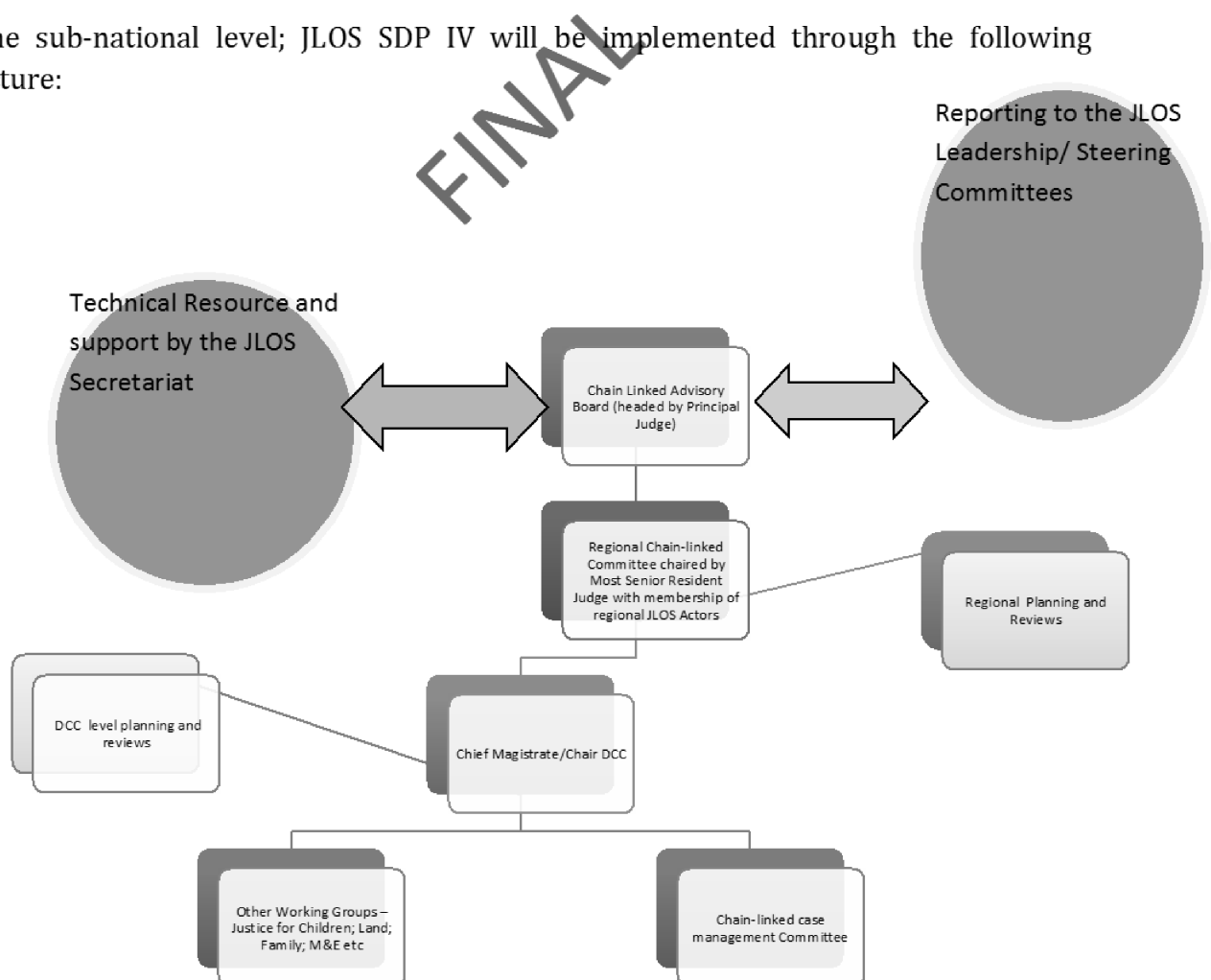
- Commissioner General of Prisons
- Inspector General of Police
- Director of Public Prosecutions
- Senior resident judges in charge of circuits
- Chairperson National Community Service Programme,
- Chief Registrar
- Chairperson Human Rights Commission

The board will offer policy advice, mentoring of RCC and DCCs and will address issues raised by RCC and DCCs and provide direction on addressing impediments to the administration of justice and maintenance of law and order. The board shall be resourced by JLOS secretariat.

4.2.2 The Regional Chain Linked Committees (RCC)

128. At the Regional Level SDP IV maintains the Regional Chain-Linked Committees (RCC). Regions under JLOS SDP IV will be equivalent to the High Court Circuits. The RCC will be chaired by the Most Senior Resident Judge in the Circuit; with the Registrar as Secretary and comprised of the Chairpersons of all DCCs in the circuit and all JLOS institutional representatives with a regional mandate. Regional Chain-linked committees will guide the roll out of SDP IV in the circuit; backstop and provide direction to DCCs; link DCCs to the national level and vice versa and craft regional solutions to ensure attainment of JLOS SDP IV results. RCCs are the conduits for information to the regional level; are a technical resource to DCCs and play an oversight role over SDP IV implementation.

At the sub-national level; JLOS SDP IV will be implemented through the following structure:



4.2.3. The District Chain-linked Committees

129. District Chain-linked Committees: At the District level, JLOS is represented by the JLOS District Chain Linked Committee. This role is vital to SDP IV implementation. DCCs are responsible for joint planning, supervising, monitoring and evaluation of performance against set targets. The DCCs are the frontline of JLOS management and their effectiveness has the most influence on the effectiveness of the JLOS SIP IV primary outputs and impact. DCCs are responsible for rallying all district based JLOS and non JLOS resources towards the attainment of JLOS targets individually in their respective institutions and as a collective. Detailed roles of the DCCs will be spelt out in the Management Policy. Resources have been allocated to improve the governance; management systems and introduction of DCCs to results based management systems and also to ensure that DCCs have full knowledge of the JLOS SIP III, annual and quarterly targets.

130. The DCC comprises of the following representatives:

1. JLOS institutional representatives at district level
2. Representatives of the legal profession
3. District Probation and Social Welfare Officers;
4. Relevant CSOs, Faith based organizations and community structures engaged in advancing justice law and order in the district;
5. The Local government representatives
6. Nominated members of the public.

131. The DCC will be chaired by the most senior judicial officer in the district and will meet monthly. The DCC will have two reporting lines. One is to the Advisory Board through the RCC and the other to the JLOS Technical Committee through the JLOS Secretariat. The DCCs will report on a quarterly basis to the Technical Committee and monthly to their respective institutions. The Technical Committee will reserve one meeting in every quarter to discuss reports of the DCCs. Regional implementation reviews will complement sector secretariat feedback to the DCCs.

132. Case Management Committees at DCC level. The case management committee will promote issue based coordination, cooperation and collaboration among core JLOS institutions. The committee will provide a smaller forum for discussion and resolution of systemic and operational challenges to the delivery of justice in a specified sphere of justice. The case management committees drawing together core institutions in the delivery of a service will report to the DCC.

4.3 Partnership arrangements

132. Development Partner Partnership: JLOS SDPIV will be financed by the Government of Uganda with contributions from development partners, through basket and bilateral arrangements. At the time of design of JLOS SDPIV development partners

who have committed to support the implementation of the Plan include the Netherlands, Ireland, Britain, Norway, Sweden, Austria and European Union through the basket arrangement and in accordance with the Government of Uganda Donor Partnership principles that are currently under revision. The Danish and American Governments, UNICEF, UN Women and others to be identified will support the plan through directed bilateral support. The design of JLOS SDPIV is flexible to allow other development partners to join at a later date. The coordination of financial support, technical knowledge and international experience between development partners will continue to be done under the JLOS Development Partner Group.

133. Non-State Actor (NSA) Partnership: Strong JLOS-NSA partnerships will therefore be developed under JLOS SDPIV to root JLOS reforms in the communities and among the population of Uganda. Some of the key partners include JLOS knowledge and support service providers; service delivery NGOS and Faith based organizations; private sector groups, other line Ministries and parastatals and other players deriving or rendering value from the justice, law and order system.

134. Civil Society Organisations Memoranda of Understanding (MoU) shall be developed between the Sector and key civil society organizations. The MoU shall elaborate the Rules of Engagement and how these groups shall be brought in or exit the Sector.

135. Cross-Sectoral Partnerships: Because the JLOS intentions are interlinked with a number of services delivered by other sectors, JLOS will participate in cross sectoral knowledge sharing and practice enhancement particularly with the Governance Sector (accountability); security sector (human rights and access to justice); health sector (access to justice); education sector (access to justice; human rights and accountability) and decentralization sector (justice for children matters and local council courts); land sector (land matters) etc

136. Regional and International Partnerships: Linkages will be made to the regional and continental level to share knowledge and raise capacities of staff and stakeholders involved in justice, law and order reforms. These efforts will strengthen a regional and continent-wide community of practice to disseminate experience on what works where and why.

137. Planning: The NDPII and JLOS SDPIV provide the basic planning framework for the sector institutions. All JLOS institutions will have to prepare implementing and or operational plans to implement the broad sector reform areas. Every year the Sector will prepare and agree on a common work plan and budget based on the agreed priorities in the SDPIV.

4.4 Programming

138. Budgeting: The budgeting process will follow the annual government budgeting

cycle. The Sector will prepare, as provided for by Government a Sector Budget Framework Paper for each Financial Year.

139. Accounting: The Government accounting procedures and regulations as set out in the Public Finance and Accountability Act as well as the Treasury Accounting Instructions shall be the basis for accounting. The instructions notwithstanding, the sector will be allowed in case of donor financed multiyear projects, to roll over finances from one financial year to another for activities and projects that cannot be completed within one financial year.

FINAL

5.0 SDPIV COST AND FINANCING STRATEGY

5.1 SDPIV TOTAL COSTS

140. The overall cost of the SDPIV implementation is estimated at approximately UGX 5.709trillion. Wages will consume 1.617 trillion; operational recurrent costs will be 2.649 trillion while 1.443 trillion will be required for the envisaged capital development and other much needed reforms to achieve the targets. The tables below provide a detailed breakdown of the cost

Table 9. SDPIV TOTAL COSTS 2017/18-2020/21(UGX, BILLION)

COST CENTRE/FINANCIAL YEAR	2017/18	2018/19	2019/20	2020/21	Total
Wage	375.20	393.97	413.66	434.35	1,617.18
Non-wage recurrent	525.73	630.88	693.97	798.06	2,648.64
Development	245.73	399.84	382.11	415.54	1,443.22
TOTAL COST OF THE SDPIV	1,146.66	1,424.69	1,489.75	1,647.95	5,709.05

Table 10. Breakdown of SDPIV Development Cost by Outcome

OUTCOME	BUDGET (UGX Billions)
1.0 TO ENHANCE INFRASTRUCTURE AND ACCESS TO JLOS SERVICES.	
1.1 Eliminate all cases that over three years in the judicial system by 2019	80.30
1.2 Enhance efficiency and effectiveness of JLOS Institutions	139.70
1.3Deconcentrate service delivery to county level and the JLOS house project	408.00
1.4Strengthen Justice for children	28.20
1.5 Strengthen access to legal aid services	18.87
1.6 Strengthen measures to effectively and efficiently prevent and respond to crime.	280.71
1.7 Ensure stakeholders empowerment and enhance access to legal information	18.61
1.8 Promote gender equality and equitable access to justice	21.46
1.9 Strengthen transitional justice and informal justice processes	10.20
Subtotal strategic objective 1	1,006.05
2 TO PROMOTE THE OBSERVANCE OF HUMAN RIGHTS AND FIGHT CORRUPTION	
2.1 Strengthen measures to reduce human rights violations by JLOS Institutions	106.81
2.2 Strengthen measures to measures to promote citizens' rights and obligations	18.63
2.3 Enhance efficiency and effectiveness of JLOS Institutions to fight corruption	40.34
Subtotal strategic objective 2	165.779
3. TO STRENGTHEN THE COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS	

	3.1 Reform and update laws to promote competitiveness and regional integration	17.75
	3.2 Strengthen business registries (URSB, DCIC, NIRA, NGO board)	203.08
	3.3 Strengthen commercial and land dispute resolution processes and institutions	24.16
	Subtotal strategic objective 3	244.99
	4. programme management	
	Programme management costs	26.40
	Grand Total	1,443.22

5.2 Financing strategy

141. As shown in Table 11 below, the Plan will be financed by public, donor and private resources with about 90 percent being Government and budget support donors and approximately 10% by development partners and the private sector (PPP arrangement). Government and budget support donor funding will constitute a total of UGX 5.172 trillion and UGX 0.587 trillion is anticipated development partners and private sector contribution.

142. Public financing sources will include external financing namely, budget support. While other financing will include donor project and programme support, Public Private Partnerships (PPP), and CSO contributions. The PPP financing will target the JLOS House Project and the ICT investments. The Sector will partner with CSOs to strengthen access to legal aid, the fight against corruption, and civic education among others.

5.2.1 Financing Sources for the SDPIV

Table 11 SDPIV financing sources

Funding	2017/18	2018/19	2019/20	2020/21	Total
1. GOU/BUDGET SUPPORT DONORS					
Wage	375.20	393.97	413.66	434.35	1,617.18
Non-wage recurrent	525.73	630.88	693.97	798.06	2,648.64
Development	218.73	253.84	197.11	236.54	906.22
Total GOU/Budget Support Funding	1,119.66	1,278.69	1,304.75	1,468.95	5,172.05
2. OTHER ANTICIPATED FUNDING					
Expectation from Development Partners	27.00	31.70	71.00	65.00	194.70
Funding from the private sector under PPP	-	114.30	114.00	114.00	342.30
TOTAL FUNDING	1,146.66	1,424.69	1,489.75	1,647.95	5,709.05

5.2.2. Resource Allocation by Vote under the MTEF over the SDPIV Period

Table 12 Resource allocation by vote under the MTEF over the SDPIV period

¹⁴ Note that some JLOS institutions are not independent votes under the MTEF arrangement, however their

VOTE	MDA/ VOTE NAME ¹⁴	FINANCIAL MTEF CEILING (UGX, BILLION)			
		2017/18	2018/19	2019/20	2020/21
007	Justice, Attorney General including SWAP Dev 't Fund	80.97	99.70	113.49	132.52
009	Internal Affairs	17.20	20.47	22.58	25.84
101	Judiciary (Statutory)	132.21	154.46	168.83	191.10
105	Uganda Law Reform Commission (Statutory)	10.28	11.74	12.73	14.20
106	Uganda Human Rights Commission (Statutory)	18.11	20.93	22.78	25.62
109	Law Development Centre	6.83	7.71	8.40	9.31
119	Uganda Registration Services Bureau	13.44	15.00	16.10	17.68
120	National Citizenship and Immigration Control Board	30.94	37.35	42.00	48.50
133	DPP	32.17	38.14	42.41	48.47
144	Uganda Police	524.83	574.03	521.69	574.63
145	Uganda Prisons	150.86	176.32	195.26	221.23
148	Judicial Service Commission	8.56	10.01	10.95	12.40
305	Directorate of Government Analytical Laboratory	9.05	11.28	13.06	15.35
309	National Identification and Registration Authority	84.23	101.55	114.46	132.11
	Total	1,119.66	1,278.69	1,304.75	1,468.95

5.2.2.1. Breakdown of the MTEF Provision by Component Expenditures by Vote

Table 13. Wage

MDA/ VOTE NAME	FINANCIAL MTEF CEILING (UGX, BILLION)			
	2017/18	2018/19	2019/20	2020/21
Justice, Attorney General including SWAP Dev	3.72	3.90	4.10	4.30
Internal Affairs(Excl. Auxiliary forces)	1.95	2.05	2.15	2.26
Judiciary (Statutory)	30.63	32.16	33.77	35.46
Law Reform Commission (Statutory)	4.07	4.28	4.49	4.72
Uganda Human Rights Commission (Statutory)	5.59	5.87	6.16	6.47
Law Development Centre	3.80	3.99	4.19	4.40
Uganda Registration Services Bureau	7.55	7.93	8.32	8.74
National Citizenship and Immigration Control Board	4.38	4.60	4.83	5.07
DPP	7.35	7.72	8.10	8.51
Uganda Police (incl LDUs)	236.24	248.05	260.45	273.47

development activities under the SDP are capture under SWAP development fund under MOJCA.

Uganda Prisons	52.19	54.80	57.54	60.42
Judicial Service Commission	1.90	2.00	2.10	2.20
Directorate of Government Analytical Laboratory	0.76	0.80	0.84	0.88
National Identification and Registration Authority	15.06	15.82	16.61	17.44
	375.21	393.96	413.67	434.34

Table 14. Non-Wage Recurrent

MDA/ VOTE NAME	FINANCIAL MTEF CEILING (UGX, BILLION)			
	2017/18	2018/19	2019/20	2020/21
Justice, Attorney General including SWAP Dev	46.34	55.61	61.17	70.34
Internal Affairs(Excl. Auxiliary forces)	13.98	16.78	18.46	21.23
Judiciary (Statutory)	97.51	117.01	128.71	148.02
Law Reform Commission (Statutory)	6.00	7.20	7.93	9.11
Uganda Human Rights Commission (Statutory)	12.10	14.52	15.98	18.37
Law Development Centre	2.15	2.58	2.84	3.27
Uganda Registration Services Bureau	5.89	7.07	7.78	8.94
National Citizenship and Immigration Control Board	17.74	21.29	23.42	26.93
DPP	18.36	22.03	24.24	27.87
Uganda Police (incl LDUs)	186.93	224.31	246.74	283.75
Uganda Prisons	67.53	81.04	89.14	102.52
Judicial Service Commission	6.42	7.70	8.47	9.74
Directorate of Government Analytical Laboratory	2.94	3.53	3.89	4.47
National Identification and Registration Authority	41.82	50.19	55.20	63.49
	525.73	630.88	693.97	798.06

Table 15. GOU Capital Development

MDA/ VOTE NAME	FINANCIAL MTEF CEILING (UGX, BILLION)			
	2017/18	2018/19	2019/20	2020/21
Justice, Attorney General including SWAP Dev	30.92	40.19	48.23	57.87
Internal Affairs(Excl. Auxiliary forces)	1.26	1.64	1.96	2.36
Judiciary (Statutory)	4.07	5.29	6.35	7.62
Law Reform Commission (Statutory)	0.20	0.26	0.31	0.37
Uganda Human Rights Commission (Statutory)	0.41	0.54	0.64	0.77
Law Development Centre	0.87	1.14	1.36	1.63
Uganda Registration Services Bureau	-	-	-	-
National Citizenship and Immigration Control Board	8.81	11.46	13.75	16.50
DPP	6.46	8.39	10.07	12.08
Uganda Police (incl LDUs)	101.66	101.66	14.50	17.40

Uganda Prisons	31.14	40.48	48.58	58.29
Judicial Service Commission	0.24	0.31	0.37	0.45
Directorate of Government Analytical Laboratory	5.34	6.95	8.34	10.00
National Identification and Registration Authority	27.34	35.54	42.65	51.18
Total GOU funding	218.73	253.84	197.12	236.53
Expectation from Development Partners	27.00	31.70	71.00	65.00
Funding under PPP		114.30	114.00	114.00

FINAL

6.0 MONITORING AND EVALUATION

143. JLOS will implement a results-based M&E system and the attached results framework shall provide the basis for monitoring. The Sector M&E system will draw on a number of information sources. These include existing data gathered and included in the Sector and Institutional data bases under JLOS SIP III, (ii) specially designed qualitative and quantitative user surveys, (iii) extended data gathering related to specific JLOS SIP Outputs (iv) existing national surveys carried out by UBOS in collaboration with other government and non-government institutions/sectors that gather data directly relevant to this M&E system. These could take the form of user and public perception of service delivery; integrity surveys, and household surveys etc. Where possible JLOS will seek the collaboration of UBOS, OPM, IGG and other relevant bodies to add to the existing survey data instruments and data collection procedures in order to meet the Sector M&E needs. This approach is aimed at creating synergy between various related data gathering and survey efforts.

144. The collection and management of the data/information will be enhanced through the implementation of a customized JLOS management information system (MIS). JLOS SIP II initiated the development of the MIS. JLOS SDPIV will further develop the system to allow for systematic and joint sector wide monitoring and evaluation of activities. The MIS will enhance overall management of the Plan by creating provisions for capturing the Sector and Institutional annual work plans, procurement plans, financial management, and monitoring the implementation of the planned activities. Having improved access to information on sector wide implementation progress, will enable the Sector Leadership/Policy committee to detect implementation challenges on time and put in place the appropriate adjustments. MIS in JLOS SDPIV will be used as a decision support tool for managing the planning, budgeting, resource allocation, procurement, financial management and implementation processes and progress. The M&E system will generate periodic reports that are linked to the key outcomes/results in the Results Framework. The Sector Secretariat will promote the implementation of the sector-wide M&E through linkage, harmonization and capacity development of institutional MIS, data collection and management systems.

The Impact Evaluation Framework

145. There will be two impact evaluations carried out, the Mid Term Review and the End Term Evaluation. The surveys will be independently conducted by recognized institutions to ensure objectivity. In addition, special interim surveys in particular outcomes as found appropriate by the Sector will be conducted at specific periods of time to support the independent evaluation of impact.

146. The JLOS M&E data will be critical in providing a basis for the evaluations and the

survey terms of reference will specifically note that requirement. Where possible the impact evaluations will supplement available survey data carried out by the JLOS Institutions and the recognized statistical government agencies for instance Uganda Bureau of Statistics. International best practice will be employed to ensure reliability and accuracy, including survey design, sample selection, statistical analysis and interpretation to enable attribution of changes in the outcomes to the JLOS SDP interventions as well as a determination of the differences in benefits to different categories of users and possible explanations to why such differences exist.

6.1. Institutional arrangements and management of M&E

6.2.1 The JLOS M&E taskforce

147. The M&E working group will be the pivot for managing the M&E function, reporting to the technical committee and shall be headed by the alternate chairperson of the JLOS technical committee. The working group shall have 18 members drawn from the technical committee and the budget working group representing sector institutions and the development partners. The working group is to be resourced by the Advisor M&E, who will be the overall coordinator of the M&E function in the Sector. The working group will have the authority to manage routine monitoring of output, activity and input indicators as well as liaising with other Government bodies and development partners regarding combined M&E exercises

148. The working group will support the technical committee on SDPIV implementation monitoring and evaluation and will lead the process of providing feedback.

The working group will also ensure that issues out of M&E influence the agenda of the JLOS Technical Committee, and Steering Committee and bring out other issues of national importance that may emerge. The working group shall ensure that M&E remains relevant and serves the needs of stakeholders. The working group will meet at least once every quarter.

6.2.2 Institutional Policy and Planning Units (PPU)

149. The various institutional PPUs will coordinate through the PPU forum and shall be the operational level staff for M&E in the Sector and at institutional level. All institutions will need to strengthen their existing M&E units and staff to allow efficient and effective data gathering at all levels, analysis and reporting on routine and ad hoc basis.

6.2.3 The JLOS Secretariat

150. The JLOS secretariat and specifically the M&E Advisor will provide technical support to the M&E function as well as support the work of a permanent Monitoring and Evaluation taskforce. The Sector shall sponsor capacity building programmes to ensure that participating institutions are supported to implement a comprehensive M&E regime, to mitigate any blockages and to align follow on activities with international best practice.

6.3 Arrangements for Results Monitoring

151. The M&E plan shall elaborate the arrangements for monitoring and evaluation of JLOS SDPIV. The overall responsibility for M&E will be vested with the JLOS Technical Committee with technical support from the JLOS Secretariat. The Secretariat will disseminate the M&E plan and ensure that in each outcome, the agreed upon outputs and activities are implemented in appropriate sequence according to the implementation plan. Results-based implementation and management has been adopted with outputs contributing to specific outcomes and outcome indicators, as identified in the results framework, clearly articulated as well as the indicators to measure performance. Regular progress in Plan implementation will be monitored through the Sector MIS, special reports and regular monitoring.

152. There will be special emphasis on M&E capacity building, building on the training provided under JLOS SIP III. The timing of the training will be at regular intervals and target participants in the institutions with responsibility for M&E at all levels including those responsible for gathering data at the lowest levels. Regular thematic short sessions on key gender issues in the justice sector will be held for decision makers as well as training on collection, analysis and dissemination of sex disaggregated data for different levels of staff. This is intended to raise the quality of data collection, aggregation and regular transmission to the Institution and Sector M&E database.

6.3.1. The National JLOS Forum:

153. This will take the form of an annual event, taking place in December. The Forum will bring together JLOS members and key stakeholders to reflect on JLOS performance for the year ending as well as indicate priorities for the one ahead. The National JLOS Forum will:

- Provide a platform to share information with the invited guests & the public, and to raise issues on access to justice pertinent to all stakeholders;
- Provide a platform to benchmark national leaders and the Public;
- Enable JLOS show case its successes, explain its constraints and reflect its performance as mirrored against stakeholders expectations;
- Enable JLOS highlight priorities for the year ahead;

6.3.2. The Joint GOU-Development Partner Review:

154. The joint review will be held annually in September to monitor progress against planned activities. Participants will include JLOS members and invited stakeholders. Preparation for and reporting on the JLOS Forum and the reviews will be coordinated by the Sector Secretariat, in the context of twice-yearly technical meetings with the Technical Committee including institutional PPUs and the JLOS Development Partners Group.

6.3.3. JLOS Regional/District Reviews:

155. These will be held annually in selected regions/districts of the country to enhance planning, implementation and monitoring of the SDPIV and obtain feedback for the national reviews. The Technical Committee with support of the Secretariat, will liaise with the DCC at the district level to hold these reviews which will involve JLOS institutional representatives at the district/regional levels, CSOs, Private Sector and members of the Public.

6.4 Dissemination and Information Flow

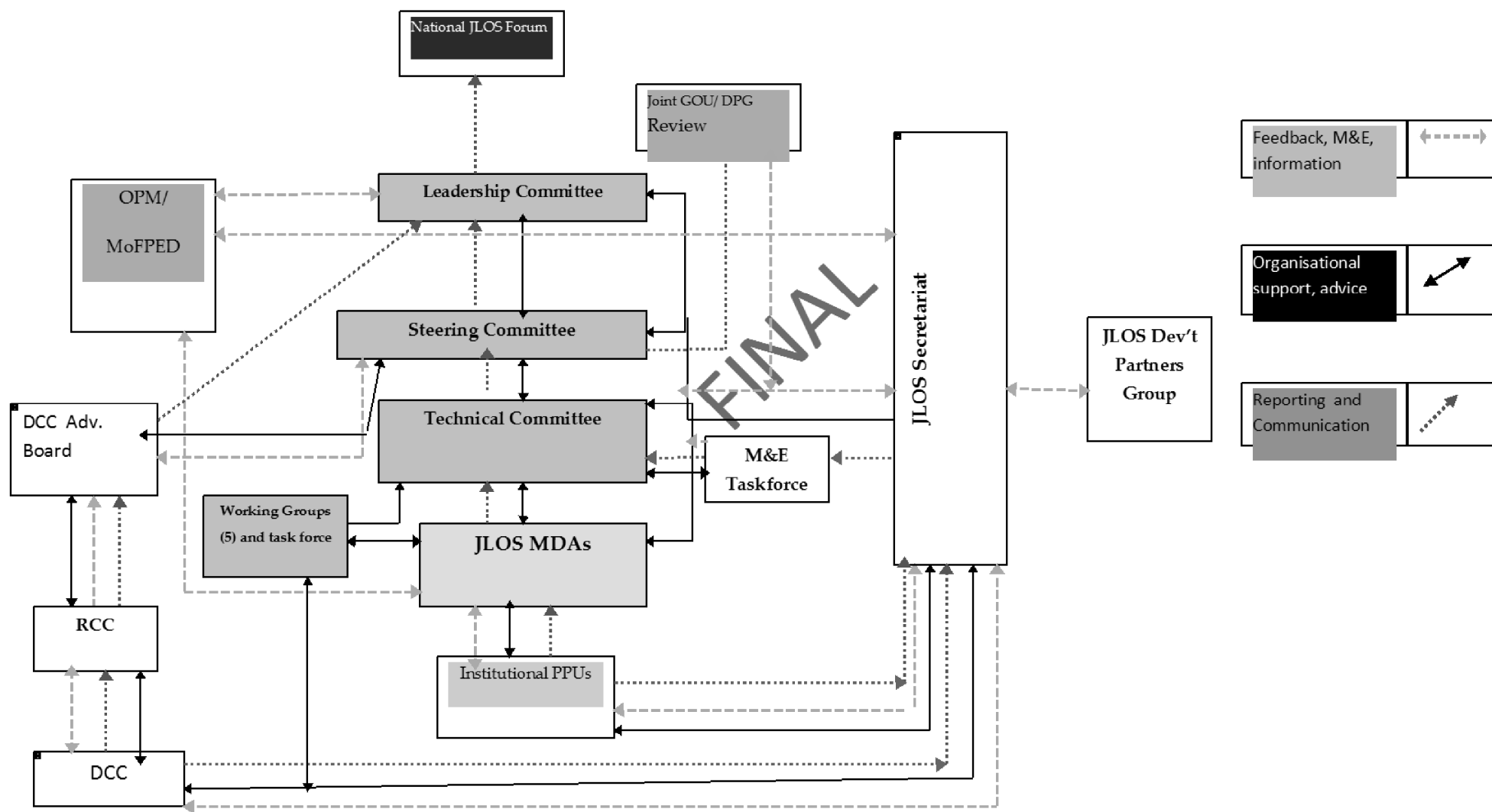
156. M&E data and documentation will be publically available through the JLOS semi annual, and annual reports that will be published and distributed in addition to availing the same on the Sector website www.jlos.go.ug as well as in the print and other media.

Initially information will flow to the Sector Secretariat from all JLOS institutional policy and planning units. Reports from sub national units such as the DCC and RCC will be submitted to the Sector Secretariat as well.

The Sector Secretariat together with the M&E taskforce will then collate analyse and produce reports to feed through the sector management structures.

The Sector Secretariat will disseminate analysed reports to the various stakeholders principally the Technical Committee, Steering Committee and Leadership Committee, the development partners group and the general public using the annual and semi-annual reports and the media.

INSTITUTIONAL FRAMEWORK, ROLES, RELATIONSHIPS AND INFORMATION FLOW



6.5 Schedule of Monitoring, Final Reviews and Evaluation

6.5.1 Monitoring

157. The Monitoring and Evaluation Framework/matrix (appendix 1) presents the indicators selected following the three outcomes articulated in the JLOS SDPIV. It should be noted that information from indicator monitoring will be the basis for the preparation of the Sector semi and annual performance reports. The reports will include substantive sections on each of the three outcomes and the indicators tracking performance under each outcome.

The reports shall always be available to the public (starting in March for the semi-annual report and September for the annual report), for public review and will be widely published and distributed.

The matrix will also be the basis for monitoring and review of targets for the next planning and budgeting process. Sector institutions will be supported to develop activity and input indicators as institutions domesticate the JLOS M&E framework.

6.5.2 Impact assessment

158. The Sector will use impact assessment to generate an understanding of the effectiveness of existing interventions in generating the desired outputs, outcomes and impact and therefore guide decision making.

159. To assess impact a midterm and end of SDPIV follow up survey on impact indicators shall be undertaken. At impact level the Sector will also, to the extent possible, rely on UBOS and will influence the periodic collection of statistics on some of the indicators in the National Service Delivery Survey as well as other surveys on governance indicators.

160. The Sector will also make use of other statistics such as the Afro barometer surveys, the World Bank Competitive index and other international studies. These are expected to fill gaps in our understanding of how certain outcomes lead to impact and how key outputs generate outcomes and impact.

161. The sector will undertake a midterm evaluation of the SDPIV at the end of the 2nd year of implementation to allow stakeholders to reflect on successes and failures of the sector and identify changes and refinements that need to be put in place to ensure results are met at all levels of the results chain. A final evaluation will be undertaken in the last year of implementation of the SDPIV, which will be used as a transition to SDPV

As part of participatory monitoring and evaluation the following actions shall be undertaken

- Annual review every September
- Semi-annual technical review every March
- Annual technical review before every annual review
- Joint JLOS DPG monitoring exercises on selected sector interventions at least twice a year
- DCC monitoring and supervision every quarter
- DCC regional evaluation forum every August
- JLOS National Forum every December

- Customer surveys targeting front line JLOS agencies such as URSB, DCIC, and Administrator General.
- Quarterly reviews of progress of implementation of the work plan by budget working group, the technical committee and steering committee.

FINAL

APPENDIX 1: JLOS SDPIV RESULTS FRAME WORK

IMPACT

GOAL: TO PROMOTE THE RULE OF LAW Impact level Indicators	Baseline	Target
1. <i>Public satisfaction with JLOS services</i>	72%	78%
2. <i>Public trust in the Justice system</i>	49%	55%
3. <i>Index of Judicial Independence</i>	3.41	3.8
4. <i>Status of accreditation of UHRC</i>	A	A

OUTCOMES

	Baseline	Target
STRATEGIC OUTCOME 1: INFRASTRUCTURE AND ACCESS TO JLOS SERVICES ENHANCED		
Outcome Indicators		
1. <i>% of backlog cases in the system</i>	24%	9%
2. <i>% of districts with one stop frontline JLOS service points constructed</i>	59.3%	80%
3. <i>Crime rate for 100,000</i>	298	287

OUTPUTS

Strategic intervention	Outputs and Key Performance Indicators	Baseline	Target
1.1 Eliminate cases that are over three years in the	<i>Case clearance rate</i>	95.2%	98%
	<i>Average length of stay on remand for capital offenders</i>	10.5months	9months

system by 2020	<i>Time taken to dispose of cases disaggregated by level of court</i>	<i>3 years</i>	<i>15 months</i>
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Case clearance rate	95.2%	98%	
1.2 Enhance efficiency and effectiveness of JLOS institutions and Strengthen Business Processes and Information Management Systems	Average length of stay on remand for capital offenders	10.5months	9months
	Time taken to dispose of cases disaggregated by level of court	3 years	15 months
	<u>Key Outputs</u>		
	1.1.1 Institutional case management enhanced	12%	60%
	Level of automation of case management systems		
	1.1.2 Rules and procedures that lead to delay in disposal of cases reviewed		
	1.1.3 Chain linked initiative strengthened		
	1.1.4 Capacity Staff enhanced		
	Proportion of JLOS Institutions with a functional M&E System	44%	100%
	<u>Key Outputs</u>		
	1.2.1 Business processes reformed		
	1.2.2 Records management and storage automated		
	1.2.3 integrated Information Management Systems		
	1.2.4 Supervision and M&E systems enhanced		
	1.2.5 Innovations developed and implemented		
	1.2.6		
	1.2.7		
1.3 Deconcentrate service	No. of children diverted from the formal criminal justice system (non-	75%	80%

delivery to county level by 2021	<i>No of JLOS frontline one stop service points constructed & completed</i>	60	80
	<i>no of districts with an frontline JLOS service points opened</i>	22	11
	<i>Proportion of JLOS service points offering child friendly services</i>	52%	86%
	<i>Key Outputs</i>	30% ¹⁵	65%
	<u>Key Outputs</u> 1.4.1 Child friendly services in all JLOS institutions 1.4.2 Capacity building for duty bearers and institutions in child Justice enhanced 1.4.3 Disposal of child related cases fast tracked at all levels of the justice chain 1.4.4 Rehabilitation and Remand homes established at regional level		
1.4 Strengthen Justice for children			
1.5 Strengthen access to legal aid services	<i>Proportion of Magisterial areas accessing state funded legal aid services (22/82)</i>	26%	48.7%

¹⁵ World Health Organization Neonatal indicators 2013

	<u>Key Outputs</u> 1.5.1 State brief scheme and pro-bono services enhanced 1.5.2 LASPs coordinated and regulated 1.5.3 Laws promoting legal aid proposed for enactment 1.5.4 Self-represented litigants support systems improved		
1.6 Strengthen measures to effectively and efficiently prevent and respond to crime.	<i>Reliability of policing services</i>	4.0	4.4
	<i>Conviction rates</i>	60.1%	65%
	<i>Recidivism</i>	21%	17%
	<i>Proportion of convicts sentenced to community service</i>	45%	55%
	<u>Key Outputs</u> 1.6.1 Crime fighting agencies strengthened 1.6.2 Comprehensive standards for investigation, prosecution, adjudication and correctional services developed and maintained 1.6.3 Increased use of scientific evidence in crime management 1.6.4 Neighbourhood watch programmes and community policing enhanced		

1.7 Stakeholders empowerment and enhanced access to legal information	% of JLOS service points with functional customer relationship management desk	08%	40%
	Proportion of the public aware of JLOS services	75.3%	90%
	<u>Key Outputs</u>		
	1.7.1 Customer relationship management and information desks established at JLOS service points		
	1.7.2 Periodic service user dialogues, Open days and awareness weeks conducted		
1.8 Promote Gender equality and equitable access to justice	1.7.3 Civic education on administration of justice and maintenance of law and order conducted		
	1.7.4 Laws simplified		
	JLOS gender strategy	Draft	Implemented
	conviction rates in cases of violence against women and children	50.5%	64%
	Proportion of JLOS institutions with a functional gender desks	22%	100%
1.9 Strengthen transitional justice and informal justice processes	<u>Key Outputs</u>		
	1.8.1 a common framework for gender mainstreaming in the Sector;		
	1.8.2 capacity of sector institutions to mainstream gender enhanced		
	1.8.3 collection, analysis, of gender disaggregated data strengthened		
	1.8.4 Justice needs of vulnerable groups including refugees addressed		
	Clearance rate of cases in post conflict areas	85%	98%
	% of LCC I & II legally constituted	0	90%

	<i>TJ policy approved</i>	Draft	Approved
	<i>1.9.1 Local council courts I&II established and strengthened</i>		
	<i>1.9.2 Transitional justice mechanisms strengthened</i>		

OUTCOME

STRATEGIC OUTCOME 2: OBSERVANCE OF HUMAN RIGHTS AND FIGHT AGAINST CORRUPTION PROMOTED	Baseline	Target
Outcome Indicators		
<i>4. Corruption perception index</i>	<i>0.25</i>	<i>0.30</i>
<i>5. Proportion of decisions against JLOS institutions to total cases concluded by UHRC</i>	<i>46%</i>	<i>30%</i>
<i>6. Proportion of remand prisoners</i>	<i>52%</i>	<i>45%</i>

OUTPUTS

Strategic intervention	Outputs and Key Performance Indicators	Baseline	Targets
2.1 Strengthen measures to reduce human rights violations by JLOS Institutions	<i>Clearance rate by UHRC</i>	21%	80%
	<i>Proportion of decisions against JLOS institutions to total cases concluded by UHRC</i>	46%	30%
	<i>Mortality rate per 1000 inmates held</i>	0.75	0.45
	<u>Key Outputs</u>	..	
	2.1.1 Functional JLOS human rights structures in all service points		
	2.1.2 Uganda National Action Plan on Human Rights implemented		
	2.1.3 Existing legal and policy frameworks enforced		

		2.1.4 Staff capacity in human rights based approach enhanced at the service points		
	2.2 Empower citizens on Human Rights and obligations	<i>JLOS civic education strategy developed (UHRC & JSC)</i>	None	Developed
		<u>Key Outputs</u> 2.2.1 Public awareness on human rights standards and citizens' responsibilities Increased 2.2.2 Information dissemination on HRs enhanced 2.2.3 Environmental and ESCR (Economic and Socio-Cultural Rights) promoted		
	2.3 Enhance efficiency and effectiveness of JLOS Institutions to fight corruption	<i>Clearance rate of Anti-corruption cases</i>	96%	98.7%
		<i>Clearance rate of complaints against lawyers, police & JLOs officers</i>	75%	98.9%
		<u>Key Outputs</u> 2.3.1 Anti-corruption laws updated and enforced 2.3.2 Corruption in JLOS institutions detected and investigated 2.3.3 JLOS anti-corruption strategy customized and implemented in all institutions 2.3.4 Capacity of JLOS anti- corruption agencies enhanced		

	<i>Subtotal</i>			
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FINAL

OUTCOME

STRATEGIC OUTCOME 3: COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS STRENGTHENED	Baseline	Targets
Outcome Indicators		
7. <i>Ease of doing business index (DTF)</i>	57.7	63
8. <i>Efficiency of the legal framework in settling disputes(index)</i>	3.8	4.1

OUTPUT

Strategic intervention	Outputs and Key Performance Indicators	Baseline	Targets
3.1 Reform, enforce and update laws to promote competitiveness and regional integration	<i>No. of priority laws prepared for enactment developed</i>	No priority list	All on priority list
	<i>Proportion of newly enacted commercial laws that are operational</i>	65%	95%
	<i>proportion of commercial laws published online</i>	0	60%
	<u>Key Outputs</u>	..	
	3.1.1 legislation proposed in new and emerging areas of commercial and land justice		
	3.1.2 Access to commercial laws enhanced		
	3.1.3 Rules and procedures in commercial justice simplified		
	3.1.4 Appropriate regional laws harmonised and domesticated		

	3.1.5 Commercial laws enforced		
3.2 Strengthen business registries	<i>Proportion of Ugandans with a National ID</i>	45.2%	85%
	<i>Time taken to register a business(days)</i>	2days	8hours
	<i>Level of Automation of business registries</i>	45%	75%
	<u>Key Outputs</u>		
	3.2.1 Registries reformed and equipped		
3.3 Strengthen commercial and land dispute resolution institutions and processes	3.2.2 Registries Automated		
	3.2.3 Staff capacity enhanced in e -registry		
	3.2.4 Stakeholders sensitised on registration processes		
	<i>Clearance rate of land cases</i>	77.1%	98%
	<i>Clearance rate of commercial cases</i>	71%	98.7%
	<i>Mediation success rate</i>	55%	60%
	<u>Key Outputs</u>		
	3.3.1. Case management systems enhanced		
	3.3.2. Mediation, small claims procedure and land courts rolled out		
	3.3.3. Capacity of duty bearers in commercial and Land justice built		
	3.3.4. Rules and procedures that cause delays reformed		

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FINAL

		SWAP WORKPLAN AND BUDGET 2019/2020				
Activity Code	Activity Description	Institution	Input	5	Unit Cost	Amount
Outcome 1: Infrastructure and Access to JLOS Services Enhanced						
Strategic Intervention 1.1: Eliminate cases that are over three years in the system						
	Strategic Output 1.1.1 Institutional case management enhanced					
DGA: 1.1.1	Analysis of 2000 backlog cases in the system (1000 DNA cases and 1000 non DNA cases)	DGAL	Acquire laboratory reagents for analysis of 1000 DNA cases (24 test kits)	20	40,000,000	800,000,000
		DGAL	Acquire laboratory reagents for analysis of 1000 non DNA cases	800	380,000	304,000,000
DPP: 1.1.1.1	Prosecute case cause listed in Supreme court, Court of Appeal, High Court, Chief Magistrate's court, Anti-corruption	DPP	Prosecution of cases at High Court sessions	992	1,875,000	1,860,000,000
DGA: 1.1.1.1	Implementation of the DGAL case backlog reduction strategy	DGAL	Acquire staff safety gear; fume hoods and personal protective equipment	3	90,000,000	270,000,000
UPF: 1.1.1.1	Investigate 4000 case back log expeditiously in the country in 20 regions/125 districts.	UPF	Cost of investigating cases.	4000	400,000	1,600,000,000
Jud: 1.1.1.4	16,015 Backlog Cases disposed of across all Court levels	Judiciary	Criminal Division Backlog Cases (Target 992/992)	992	1,000,000	992,000,000
		Judiciary	Crimnal Circuits Backlog Cases (Target 1427/1427)	1427	1,000,000	1,427,000,000
		Judiciary	Court of Appeal Backlog Cases (Target 400/802)	400	2,500,000	1,000,000,000
UPF: 1.1.1.1	Facilitate forensic examination and crime scene officers attending court	UPF	Facilitate forensic experts (600 court summons) Ballistics and handwriting	600	300,000	180,000,000
MoG: 1.1.1.1	Purchase of motorcycles for process serving	MoGLSD/IC	Purchase of motorcycles for process serving	2	10,000,000	20,000,000
DPP: 1.1.1.1	Case review and weeding out	DPP	Weeding out of cases in 17 regions (17 regions x 4 quarter x 2m)	68	2,000,000	136,000,000
Sec: 1.1.3.1	Facilitation of DCC outreach and open days	Sectorwide	DCC outreach Programs	127	1,500,000	190,500,000
Jud: 1.1.4.1	Training in strategic management and leadership for officers in the judiciary	Judiciary	Training of 4 Registrars in management and leadership skills.	4	30,000,000	120,000,000

UPF: 1.1.4.	Train 100 CID on records, store and exhibit management	UPF	Training cost	100	900,000	90,000,000
Strategic Intervention 1.2: Strengthen business processes and information management systems						-
Strategic Output 1.2.1 Business processes reformed						-
UPS: 1.2.3.	Procure HF, VHF, and Mobile digital radio Communications system for central and Southern regions	UPS	Procure HF repeater + mast	4	35,000,000	140,000,000
		UPS	Procure ZETRON Command Centre	1	1,000,000,000	1,000,000,000
		UPS	procure Micro Link/mast	10	7,133,400	71,334,000
		UPS	procure VHF Repeater	5	25,500,000	127,500,000
		UPS	Procure Motorola DP 480le	30	3,650,000	109,500,000
		UPS	Procure DP 440le	50	3,295,000	164,750,000
Jud: 1.2.3.2	Provide Network infrastructure, computers, court recording and Transcription system and CCTV Cameras	Judiciary	Equipping 3 Courts with Court Recording and Transcription	3	90,000,000	270,000,000
Sec: 1.2.3.	Training and capacity building	Sectorwide	Capacity building program for 25 members of the JISC Technical taskforce	1	50,000,000	50,000,000
		Sectorwide	Short-term Consultancy	1	50,000,000	50,000,000
		Sectorwide	Validation workshop (to review the draft EIA)	1	10,000,000	10,000,000
Sec: 1.2.3.	Development of technical requirements and standards/protocols for the implementation of systems integration	Sectorwide	Short-term Consultancy	1	50,000,000	50,000,000
		Sectorwide	Validation workshop (to review standards and protocols)	1	10,000,000	10,000,000
Strategic Output 1.2.4 Supervision and M&E systems enhanced						-
MIA: 1.2.4.	Regional/District monitoring and supervision of offenders	MIA/NCSP	Motorcycles	20	10,000,000	200,000,000
Jud: 1.2.4.2	Support establishment of a Statistical Unit in Judiciary to strengthen RPD in Data collection and Analysis.	Judiciary	Provision of computers, laptops, cameras, development of Statistical instrument and induction	1	100,000,000	100,000,000
Sec: 1.2.4.2	PPU support to M&E, data collection and report writing	Sectorwide				0
		Sectorwide	PPU forum Capacity building (per quarter)	3	40,000,000	120,000,000
		Sectorwide	Data collection, M&E [UPF, MoJCA, Judiciary, ODPP, MIA, UPS, NIRA] (4qtrs x 7 MDAs x 15m)	28	10,000,000	280,000,000
		Sectorwide	Data collection, M&E [DGAL, LDC, UHRC, ULRC, DCIC, JSC] (4qtrs x 6 MDAs x 10m)	24	5,000,000	120,000,000
Sec: 1.2.4.3	Quarterly Joint Monitoring	Sectorwide				0

MoJ: 1.2.4.6	Enhance quality assurance and ensure value for money of SWAP fund	MoJCA/FA				0
		MoJCA/FA	Support Supervision	4	25,000,000	100,000,000
Sec: 1.2.5.	Rollout Sema app to track customer satisfaction to JLOS services at 100 services points	Sectorwide	100 services point (@ \$600)	100	2,280,000	228,000,000
Sec: 1.2.5.	Pilot Justice to people application in the chain of justice	Sectorwide	consultancy	1	50,000,000	50,000,000
Strategic Intervention 1.3: Deconcentrate service delivery to county level by 2021						-
Strategic Output 1.3.1 Functional JLOS infrastructure and services established country wide						-
DGA: 1.3.1	Operationalization of Mbarara regional forensic laboratories	DGAL				-
		DGAL	Acquire furniture for the regional laboratories	1	150,000,000	150,000,000
Jud: 1.3.1.	Construction of Courts and ICT Offices	Judiciary	Construction of 3 Chief Magistrate Courts in Butambala, Mayuge and Kamwenge	3	850,000,000	2,550,000,000
		Judiciary	Expansion of Mukono High Court premises	1	1,500,000,000	1,500,000,000
DPP: 1.3.2.	Construction of Justice Centers in Kyegegwa	DPP	Construction of Justice Centers in Kyegegwa	1	1,700,000,000	1,700,000,000
Jud: 1.3.2.	Construction of Justice Centers in Kibale	Judiciary	Construction of Justice Centers in Kibale	1	1,700,000,000	1,700,000,000
		Judiciary	construction of Rukungiri High Court	1	1,500,000,000	1,500,000,000
Jud: 1.3.2.	Construction of Justice Centers in Kole,	Judiciary	Construction of Justice Centers in Kole,	1	1,700,000,000	1,700,000,000
Sec: 1.3.2.	Construction of Justice Centers in Rakai	UPF	Construction of Justice Centers in Rakai	1	1,700,000,000	1,700,000,000
		UPF	Construction of Rukungiri Police station	1	750,000,000	750,000,000
Strategic Intervention 1.4: Strengthen Justice for children						-
Strategic Output 1.4.1 Child friendly services enhanced						-
DPP: 1.4.1.1	Creation of child friendly spaces in ODPP Regional Offices	DPP				0
		DPP	Creation of child friendly spaces in ODPP Regional Offices	4	50,000,000	200,000,000
UPF: 1.4.1.	Equip 8 selected child centres with mattresses, blankets and sanitary towels.	UPF	Beds	40	500,000	20,000,000
		UPF	Blankets.	80	70,000	5,600,000
		UPF	Sanitary towels.	2000	5,000	10,000,000
UPF: 1.4.1.	Establishment Of A Child/ Victim Friendly Environment At CID Headquarters (Temporary Shelter)	UPF	Shelter/ Friendly Environment At CID Hqtrs	1	50,400,000	50,400,000
Strategic Output 1.4.2 Capacity for duty bearers and institutions in child justice enhanced						-
DPP: 1.4.2.	Strengthen capacity of prosecutors in handling children cases	DPP	guidelines on diversion of children in conflict with the law	1	40,000,000	40,000,000

		Equipping of district Birth Registrars with Motorcycles to facilitate timely registration of births and deaths that occur within the communities and the subsequent issuance of birth certificates across the different communities	NIRA	Procurement of motorcycles	25	10,000,000	250,000,000
Strategic Output 1.4.3 Disposal of child related cases fast tracked at all levels of the justice chain							-
Sec: 1.4.3.1	Implement J4C		Sectorwide	Monthly support to 6 J4C coordinators	72	4,000,000	288,000,000
DPP: 1.4.3.1	Special sessions for child related cases		DPP				0
			DPP	High Court special sessions for children (4 sessions)	160	500,000	80,000,000
			DPP	Magistrate court special sessions for children (4 sessions)	160	500,000	80,000,000
Jud: 1.4.3.1	Special sessions for child offenders to decongest remand homes		Judiciary				0
			Judiciary	CM - Special sessions for child related cases (target 80)	80	300,000	24,000,000
			Judiciary	High Court- special sessions for child related cases(target 80)	400	500,000	200,000,000
Strategic Output 1.4.4 Rehabilitation & Remand homes established at regional level							-
MoG: 1.4.4	Construction of Moroto Regional Remand Home (2nd phase) and Kabale Regional Remand Home (2nd phase)		MoGLSD/Juv	Construction of Moroto Regional Remand Home (Phase 2)	1	1,000,000,000	1,000,000,000
MoG: 1.4.4	Construction of Masindi Regional Remand Home (1st phase)		MoGLSD/Juv		1	750,000,000	750,000,000
			MoGLSD/Juv	Contractor	1		
Strategic Intervention 1.5: Strengthen access to legal aid services							-
Strategic Intervention 1.6: Strengthen measures to effectively and efficiently prevent and respond to crime.							-
Strategic Output 1.6.1 Crime fighting agencies strengthened							-
LDC: 1.6.1.1	Train 100 CID in Diploma in law		LDC				-
			LDC	CID formal training	100	1,500,000	150,000,000
UPF: 1.6.1.10	Set up 571 police reception desks with fixed telephones for quick and emergency response.		UPF	Installation costs.	72	130,000	9,360,000
			UPF	Solar panels.	72	3,000,000	216,000,000
			UPF	Telephone sets.	72	200,000	14,400,000
UPF: 1.6.1.2	Investigation of 5000 SGBV cases.		UPF				0
			UPF	Facilitation for investigators.	5,000	50,000	250,000,000
			UPF	Facilitation for witnesses.	5,000	25,000	125,000,000

	UPF: 1.6.3.	Improved recovery of evidence in 30% of reported SGBV cases	UPF	Acquire sexual assault kits	1000	185,000	185,000,000
	UPF: 1.6.3.	Procure 50 scene of crime (SOCO) kits.	UPF				-
			UPF	Complete sets of soco kits.	10	13,500,000	135,000,000
	UPF: 1.6.3.	Refresher training for 50 Dog handlers.	UPF				-
			UPF	Training cost.	50	900,000	45,000,000
	UPF: 1.6.3.	Response to crime scenes by SOCOs enhanced	UPF				-
			UPF	Customised motorcycles for District SOCOs	30	10,000,000	300,000,000
Strategic Intervention 1.7: Stakeholders empowerment and enhanced access to legal information							-
Strategic Output 1.7.1 Customer Care & Information desks established at JLOS service points							-
	UPF: 1.8.2.	Sensitization and building capacity of UPF officers on Rights of Refugees, Vulnerable groups and Gender Responsive Policing in 4 refugee host Communities	UPF	Facilitators inland travel.	65	130,000	8,450,000
			UPF	Hall hire and equipment.	4	500,000	2,000,000
			UPF	Meals and refreshments.	100	130,000	13,000,000
			UPF	Stationary.	80	10,000	800,000
			UPF	Transportation costs	80	50,000	4,000,000
Strategic Output 1.8.4 Justice needs of vulnerable groups including refugees addressed							-
	Jud: 1.8.4.	Justice needs of vulnerable groups including refugees addressed (West Nile, Acholi, Mbarara, Bunyoro and Central)	Judiciary	5 High Court specialised sessions conducted Target 20 Cases	5	24,000,000	120,000,000
			Judiciary	Training of 100 Magistrates in effective Handling of SGBV AND EVAWG	100	880,000	88,000,000
			Judiciary	Mobile Courts for refugees and host communities	4	200,000,000	800,000,000
	LDC: 1.8.4.	Purchase computers and software for the visually impaired students	LDC				-
			LDC	purchase computers for visually impaired students	6	5,000,000	30,000,000
			LDC	Purchase screen reader software for visually impaired students	6	7,000,000	42,000,000
Strategic Intervention 1.9: Strengthen transitional justice and informal justice processes							-
Strategic Output 1.9.1 Local council courts I&II established and strengthened							-
	Jud: 1.9.1.1	Mentoring and supervision support of LC Courts by Chief Margistrates	Judiciary				0
			Judiciary	Supervision meetings of LC Courts by Chief Magistrates	48	5,250,000	252,000,000
	MoL: 1.9.1.	Orientation and training of local council courts 1 and 11 members	MoLG	Fuel, Perdiem, transport refund, stationary, meals and refreshments	704	1,500,000	1,056,000,000

MoL: 1.9.1.	Support to local council courts desk officers	MoLG	Computers + Filing Cabinets	86	3,500,000	301,000,000
MoL: 1.9.1.	Local council courts handbook printed	MoLG				-
		MoLG	Printing	20000	8,000	160,000,000
Strategic Output	1.9.2 Transitional justice mechanisms strengthened					-
DPP: 1.9.2.	Prosecution and outreach programs for 4 war crimes cases	DPP	Prosecution of 4 cases	4	200,000,000	800,000,000
		DPP	Outreach program to victims of war in Western, Eastern and Northern Uganda	3	80,000,000	240,000,000
Sec: 1.9.2.	Impact assessment on the amnesty integration process	MIA/AC	Consultancy	1	150,000,000	150,000,000
Sec: 1.9.2.	Implementation of the Transitional Justice Policy	Sectorwide				-
		Sectorwide	Outreach programmes	1	200,000,000	200,000,000
Jud: 1.9.2.	Prosecutions of international crimes that have been in the system for over two (2) years	Judiciary				-
		Judiciary	Disposal of International crimes	4	200,000,000	800,000,000
		Judiciary	outreach	4	80,000,000	320,000,000
Sec: 1.9.2.	Capacity building for duty bearers in collaboration with IICI @Euro 100,000	Sectorwide	training and exposure	100000	4,200	420,000,000
Outcome 2: Observance of Human Rights and Fight Against Corruption Promoted						-
Strategic Output	2.3.2 Corruption in JLOS institutions detected and investigated					
Sec: 2.3.3.1	JLOS annual anti-corruption forum	Sectorwide				0
		Sectorwide	facilitating the JLOS anti-corruption forum	1	50,000,000	50,000,000
MoJ: 2.3.3.2	Conduct quarterly audits of JLOS funded activities by MoJCA Internal Audit Unit	MoJCA/FA				0
		MoJCA/FA	Fuel (250ltrs x 5regions x 4 qtrs)	3,000	3,500	10,500,000
		MoJCA/FA	Per diem (5pax x 4qtrs x 12days)	240	120,000	28,800,000
Strategic Output	2.3.4 Capacity of JLOS anti- corruption agencies enhanced					-
Jud: 2.3.4.3	Disposal of 58 Backlog Cases in the Anti corruption Division	Judiciary	Anti Corruption Backlog Cases(Target 58/58)	58	5,000,000	290,000,000
Outcome 3: Commercial Justice and the Environment for Competitiveness Strengthened						-
Strategic Intervention	3.1: Reform, enforce and update laws to promote competitiveness and regional integration					-
URS: 3.2.2.	System development for Electronic Chattels Registry	URSB	Data Center Power Solution Upgrade	1	51,750,000	51,750,000
		URSB	Tape Library for Main Site - Only	1	27,600,000	27,600,000
		URSB	Data Center Maintenance (Chattels Hosting Environment)	1	206,250,000	206,250,000
		URSB	Integration Layer Router	1	60,000,000	60,000,000

			URSB	Licenses Renewal for chattels (MSSQL Server, SS	1	130,000,000	130,000,000
			URSB	Network Switching Equipement	4	40,000,000	160,000,000
			URSB	Port Server Console KVM Switch Primary & DR Site	2	24,150,000	48,300,000
			URSB	Windows Server 2012 - Data Centre Edition for Virtualisation - Virtual Hosts	1	63,825,000	63,825,000
			URSB	Windows Server 2012 - Standard Edition for Virtual Machines (VM)	1	9,399,756	9,399,756
URS: 3.2.4.11	Sensitization on ease of doing business reforms and compliance		URSB				0
			URSB	Pull-outs on promoting doing Business reforms	6	10,000,000	60,000,000
			URSB	Radio talk shows	8	3,000,000	24,000,000
			URSB	T.v talk shows	8	10,000,000	80,000,000
URS: 3.2.4.14	Conduct Public Campaigns on Chattels Registry through out door advertising, media activations & Radio anouncements		URSB				0
			URSB	20 media activations on Chattels (10 in 5 divisions of Kampala, 10 in regions east, east, north & west Nile for 4 months) - 4,000,000 * 20 * 2	40	4,000,000	160,000,000
			URSB	Outdoor Chattels advertising on matatus in Kampala divisions, Western, Eastern, Northern and West Nile regions for 6 months	50	3,000,000	150,000,000
Strategic Intervention 3.3: Strengthen commercial and land dispute resolution institutions and processes							-
Strategic Output 3.3.1 Case management systems enhanced							-
Jud: 3.3.1.1	Fastrack mortgages and infrastructural related Cases to ease competitiveness in doing business.	Judiciary					-
		Judiciary		Commercial Court(Target 1000/2794)	1500	500,000	750,000,000
		Judiciary		Land Circuits(Target 988/988)	988	500,000	494,000,000
		Judiciary		Land Div Cases (Target 1000/2431)	1000	500,000	500,000,000
		Judiciary		Land Div Cases (Target 1000/2431)	1,000	500,000	500,000,000
		Judiciary		Procure a projector set	4	25,000,000	100,000,000
Jud: 3.3.1.4	Conduct research to review pecuniary Jurisdiction in commercial, land justice and small claims to enhance access to Justice and ease competitiveness	Judiciary		Research	1	50,000,000	50,000,000
Strategic Output 3.3.2 Mediation, small claims procedure and land courts rolled out							0
Jud: 3.3.2.2	Small Claims Procedure rolled out	Judiciary					0

			Judiciary	Rollout of small claims procedure to 6 courts per Quarter	4	42,000,000	168,000,000
Strategic Output 3.3.3 Capacity of duty bearers in commercial and Land justice built							0
Jud: 3.3.3.1	Capacity of duty bearers in Small Claims Procedure and Alternative Dispute Resolution built	Judiciary					0
		Judiciary		Prepare Training manual in SCP training	1	20,000,000	20,000,000
		Judiciary		Quarterly Small Claims Procedure training to inculcate knowledge and skills to Judicial Officers. 120 No@600,000	120	600,000	72,000,000
Strategic Output 4.1.3 Staff continuous professional development							
Pro: 4.1.3.1	Continous Professional development	Program Mgt					0
		Program Mgt		Training and proffessional development	5	75,000,000	375,000,000
Sec: 4.2.5.1	Strengthening JLOS financial management function	Sectorwide					0
		Sectorwide		Internal audit compliance fuel - field visits, capacity building	4	25,000,000	100,000,000
	Grand Total						

GOU/Budget support and other DPs	EKN	Budget Line
400,000,000	400,000,000	228004
-	304,000,000	228004
566,250,000	1,293,750,000	211103
-	270,000,000	228004
1,100,000,000	500,000,000	211103
302,000,000	690,000,000	221006
627,000,000	800,000,000	221006
500,000,000	500,000,000	221006
-	180,000,000	211103
-	20,000,000	231004
-	136,000,000	211103
500,000	190,000,000	221002
-	120,000,000	221003

-	90,000,000	221003
-		
-		
-	140,000,000	222003
-	1,000,000,000	222003
-	71,334,000	222003
-	127,500,000	222003
-	109,500,000	222003
-	164,750,000	222003
-	270,000,000	221008
-	50,000,000	221003
-	50,000,000	225001
-	10,000,000	221002
-	50,000,000	225001
-	10,000,000	221002
-		
-	200,000,000	
-	100,000,000	221008
0		
0	120,000,000	221003
0	280,000,000	211103
0	120,000,000	211103
0		

0		227001
50,000,000	50,000,000	211103
-	228,000,000	222003
-	50,000,000	222003
-		
-		
-		
150,000,000		231006
-	2,550,000,000	231001
-	1,500,000,000	231001
-	1,700,000,000	227001
1,700,000,000		227001
500,000,000	1,000,000,000	
-	1,700,000,000	227001
1,700,000,000		227001
-	750,000,000	227001
-		
-		
0		
0	200,000,000	231001
-	20,000,000	223001
-	5,600,000	223001
-	10,000,000	223001
-	50,400,000	231001
-		
-	40,000,000	221002

-	250,000,000	231004
-		
-	288,000,000	211103
0		
0	80,000,000	
0	80,000,000	
0		
0	24,000,000	
0	200,000,000	
-		
-	1,000,000,000	231002
-	750,000,000	
-		221004
-		
-		
-		
-		
50,000,000	100,000,000	221003
9,360,000	-	227001
216,000,000	-	222003
14,400,000	-	222003
0		
0	250,000,000	211103
0	125,000,000	211103

-	185,000,000	221012
-		
-	135,000,000	221012
-		
-	45,000,000	221003
-		
-	300,000,000	231004
-		
-		
-	8,450,000	227001
-	2,000,000	221005
-	13,000,000	221009
-	800,000	221011
4,000,000		211103
-		
-	120,000,000	221006
88,000,000		221006
200,000,000	600,000,000	221006
-		
-	30,000,000	221008
-	42,000,000	221008
-		
-		
0		
147,000,000	105,000,000	
606,000,000	450,000,000	227001

-	301,000,000	221012
-		
-	160,000,000	221011
-		
400,000,000	400,000,000	211103
-	240,000,000	211103
-	150,000,000	231005
-		
-	200,000,000	227001
-		
400,000,000	400,000,000	211103
-	320,000,000	211103
-	420,000,000	
-		
0		
0	50,000,000	
0		
0	10,500,000	
0	28,800,000	
-		
-		
90,000,000	200,000,000	221006
-		
-		
-	51,750,000	221008
-	27,600,000	221008
-	206,250,000	221008
-	60,000,000	221008

-	130,000,000	221008
-	160,000,000	221008
-	48,300,000	221008
-	63,825,000	221008
-	9,399,756	221008
0		
0	60,000,000	
0	24,000,000	
0	80,000,000	
0		
0	160,000,000	
0	150,000,000	
-		
-		
-		
500,000,000	250,000,000	221006
244,000,000	250,000,000	221006
500,000,000		221006
300,000,000	200,000,000	
-	100,000,000	221008
-	50,000,000	225001
0		
0		

0	168,000,000	
0		
0		
0	20,000,000	
0	72,000,000	
0	-	
0		
225,000,000	150,000,000	
0		
0	100,000,000	
	28,875,508,756	

JLOS SDP-IV Budget 2017-2021 for thematic areas

#	Intervention	Total UGX Budget	GoU/Other UGX Budget
1	Reducing case-backlog	80,300,000,000	44,848,206,000
2	Access to justice for children	28,200,000,000	9,917,706,000
3	Prosecution of SGBV	16,442,000,000	11,432,000,000
4	Safety & security for refugees and host communities	5,024,000,000	2,308,000,000
5	Transitional justice & informal justice	9,740,000,000	1,245,000,000
6	Strengthened commercial justice and alternative dispute resolution	208,301,000,000	158,550,832,000
7	Expansion of front-line JLOS services	408,000,000,000	199,975,000,000
8	Improved asset management to tackle corruption	40,340,000,000	9,921,300,000
9	Strengthening sector-wide M&E	13,314,156,000	6,657,078,000
10	Preparing for SDP-V		
	Total UGX	809,661,156,000	444,855,122,000
	Total EUR		

21 for thematic areas			Exchange rate 4200	
	EKN UGX under current contract	EKN UGX additional funding 2019/2020 - 2020/2021	EKN EUR (current contract)	EKN EUR additional funding
	16,058,644,000	12,393,150,000	3,823,486.67	2,950,750.00
	9,888,000,000	3,394,924,000	2,354,285.71	808,315.24
	4,062,000,000	948,000,000	967,142.86	225,714.29
	2,232,000,000	484,000,000	531,428.57	115,238.10
	3,732,000,000	5,551,000,000	888,571.43	1,321,666.67
	6,528,000,000	7,222,168,000	1,554,285.71	1,719,563.81
	-	20,400,000,000	-	4,857,142.86
	-	1,341,000,000	-	319,285.71
	-	2,084,000,000	-	496,190.48
	-	450,000,000	-	107,142.86
	42,500,644,000	54,268,242,000		
		12,921,010	10,119,200.95	12,921,010.00

RESULT TOTAL BUDGET GOU AND OTHERS EKN BUDGET OUTCOME 1: JLOS INFRASTRUCTURE AND ACCESS TO JLOS

SERVICES ENHANCED Output 1.1: Eliminate cases that are over three years in the system 18,968,950,000 14,949,4

02,000 4,019,548,000 Output 1.2: Strengthen business processes and information management systems 13,674,27

0,000 13,674,270,000 Output 1.3: Deconcentrate service delivery to county level by 2021 33,325,544,358 33,325,5

44,358 Output 1.4: Strengthen Justice for children 3,305,902,200 9,902,200 3,296,000,000 Output 1.5: Strengthen a

ccess to legal aid services 1,371,200,000 1,371,200,000 Output 1.6: Strengthen measures to effectively and efficien

tly prevent and respond to crime. 7,231,370,000 6,019,370,000 1,212,000,000 Output 1.7: Stakeholders empowerm

ent and enhanced access to legal information 3,584,010,000 3,584,010,000 Output 1.8: Promote Gender equality a

nd equitable access to justice 2,824,459,500 2,180,459,500 644,000,000 Output 1.9: Strengthen transitional justice

and informal justice processes 2,862,735,000 1,638,735,000 1,224,000,000 87,148,441,058 76,752,893,058 10,395

,548,000 OUTCOME 2: OBSERVANCE OF HUMAN RIGHTS AND FIGHT AGAINST CORRUPTION PROMOTED Output 2.

1: Strengthen measures to reduce human rights violations by JLOS Institutions 4,389,420,000 4,389,420,000 Outpu

t 2.2: Empower citizens on Human Rights and obligations 1,378,734,000 1,378,734,000 Output 2.3: Enhance efficie

ncy/effectiveness of JLOS Institutions to fight corruption 3,307,100,000 3,307,100,000 9,075,254,000 9,075,254,00

.1: Reform, enforce, update laws to promote competitiveness/regional integration 2,524,015,000 2,524,015,000 O

utput 3.2: Strengthen business registries 4,387,708,000 2,755,708,000 1,632,000,000 Output 3.3: Strengthen comm

ercial and land dispute resolution institutions and processes 3,300,015,000 3,300,015,000 10,211,738,000 8,579,73

iat 4,725,399,620 4,725,399,620 Output 4.2: Sector wide services 455,000,000 455,000,000 5,180,399,620 5,180,3

99,620 - Grand total 111,615,832,678 99,588,284,678 12,027,548,000

Implementation memo consultancy institutional support JLOS Secretariat

I REQUESTED DECISION CONCERNS

Application number	4000002468/1
Funds Centre	1704U03040011
Budget holder	KAM
Short name application	Technical support JLOS Secretariat
Long name application	Technical support JLOS Secretariat
Description application	Technical Support SDP-IV planning 2019/20 – 2020/21
Amount in foreign currency	n.a.
Corporate rate	n.a.
Amount in euros	19.538,00
Start date	15 March 2019
End date	15 April 2019
Business partner	Right2Impact, (10)(2g)
Number business partner	Xxxxxx supplier form sent to FSO for registration on 5 March 2019
Legal relation	Contract
Responsible policy officer	(10)(2e)
Correspondence language	English
Contact business partner	(10)(2e)
E-mail contact business partner	(10)(2e) @gmail.com

II OUTPUTS ACTIVITY

The JLOS Secretariat has requested the Netherlands Embassy for technical support for the operational and budgetary planning of the last two fiscal years of SDP-IV – see attached request and ToR. The Policy Support Fund of the Embassy for the RoL sector provides a window to provide this kind of support. The objective of the requested consultancy is fully in line with the purpose of the Fund: "The delegated budget for the RoL portfolio for 2019 and beyond has more than doubled from EUR 4 million in 2018 to EUR 10 million from 2019 onwards. The policy support fund will enable the Embassy and its partners to make more substantiated planning and investment policy decisions of (Dutch support to) the sector (page 1 of the Bemo).

The consultant will produce on behalf of the JLOS Secretariat the required inputs for the annual planning of JLOS SDP-IV 2019/2021. These inputs can be categorized as follows (see also the attached ToR):

- a. A narrative report of the quantitative results achieved under the respective outcome areas of SDP-IV between 2017/18 and 2018/19 with special reference to the case backlog, juvenile justice, SGBV, transitional justice and commercial justice;

- b. A report on aggregate expenditure levels and rates 2017/18 and 2018/19 of the JLOS SWAP-fund at the level of each of the three strategic outcomes of SDP-IV;
- c. An overview of the (expected/pipeline) support from the development partners for the implementation of SDP-IV 2019/20 – 2020/21;
- d. A proposal to scale up and/or to fast track interventions during the remaining two years of SDP-IV, in particular but not exclusively under the result areas mentioned under a), including an adjusted results framework and budget.

III IMPLEMENTING ORGANISATION

(10)(2e) of Right2Impact is a legal advisor – see her attached CV. She is very familiar with JLOS and has been working in Uganda regularly over the past 4-5 years.

IV RISK ANALYSIS

The proposed consultant is considered of sound reputation and integrity. She has a good track record for previous work conducted in Uganda. The JLOS Secretariat has expressed its confidence in her as a candidate for this consultancy. There is no corruption and fraud risks anticipated that could influence achievement of the outputs.

V PROOF OF PERFORMANCE (in principle not required)

The deliverables will be submitted by the consultant on behalf of the JLOS Secretariat before 15 April 2019. The financial report will be submitted before 30 April 2019.

VI FINANCIERING

Contribution implementing organization and/or partner(s)	0
Ministry's contribution	19.538,00
Total	19.538,00

VII PAYMENT (in principle one single payment upon signing of contract).

An advance 80% payment to consultant will be done upon signing of the contract. 20% will be paid upon approval of the deliverables and financial statement by the Embassy. Payments will be made to bank account IBAN account number NL84 ASNB 8820 9808 00 - BIC: ASBNBL21

VIII APPROVAL

Designation	Name	Date	Initials
Policy officer	(10)(2e)		
Finance Controller			
Administratieve officer			
Budgetholder			

Annex 1: Terms of Reference institutional support JLOS Secretariat

Background

1. As indicated in its country strategy for Uganda, the Netherlands has decided to increase its support for the Justice, Law and Order Sector (JLOS) and to return to the funding level of approximately EUR 6 million annually that was granted till the suspension of Dutch support in 2014. The current earmarked annual Dutch funding of EUR 2 million has been granted to support five results areas of the JLOS Sector Development Plan IV (2017/18 – 2020/21).
2. The JLOS Secretariat is responsible for the planning, budgeting and monitoring of the SDP-IV and its respective Annual Plans. The JLOS Development Partners engage in policy dialogues with the JLOS Secretariat – and the JLOS institutions - during regular meetings and field visits to inform the six-monthly and annual sector reviews on (financial) performance and results.
3. The experiences till date have been satisfactory in terms of sector progress and partnership. At the same time, it is also noted that operational planning, budgeting and (financial) reporting at outcome level remain a permanent challenge.
4. With two more FYs ahead and in the run-up to the Annual Plan 2019/20, the JLOS Secretariat has requested the Netherlands Embassy for technical assistance to support/strengthen the planning, monitoring and evaluation unit of the Secretariat, with special attention for the results framework, the targets and indicators. Recruitment of a consultant through the national procedures would take several months.

Scope of Work

5. The general scope of work of the consultant is to assist the JLOS Secretariat with the strategic and operational planning of the remaining two fiscal years of SDP-IV, with particular attention to the external support from the Development Partners.
6. Under the leadership of the JLOS Secretariat, the consultant will prepare a comprehensive overview of SDP-IV funding, including the external funding from the DPs, budget allocation to each of the three strategic outcomes of SDP-IV and detail how the funds will be accessed by the respective implementing JLOS institutions.
7. The consultant will make an assessment of the funding gap 2019/20 – 20/21 between the available and the required budget to achieve the planned results as envisaged in the SDP-IV. Furthermore, the consultant will factor in the pipeline funding from the EU, the Netherlands and the other JLOS DPs.
8. The consultant will review the existing results framework of SDP-IV with special attention to consistency, logic, relevance and measurability of results/targets and their indicators.. On the basis of the findings, recommendations will be made to improve the results framework.

9. Finally, the consultant will support the JLOS Secretariat with the finalization of the planning 2019/21, in particular with regard to options and modalities to scale up innovative (best) practices, to make more efficient use of new technologies and to strengthen linkages with academia and knowledge centers to conduct policy research, for example in the field of cost-benefit analysis, the economics of justice for all, etc.

Deliverables

10. As indicated, the consultant will work under the leadership of the STA of the JLOS Secretariat. The consultant will produce specific inputs that fit within the scope of work and as requested by the STA of the JLOS Secretariat and will contribute to the finalization of the various documents.

Duration

11. A maximum of 20 working days.

Profile of the consultant

12. The consultant should be/have:
 - Very familiar with JLOS and its SDP-IV;
 - At least 5 years working experience in the justice sector;
 - Experience as a legal advisor;
 - Familiar with funding flows and modalities of the DPs;
 - Affinity with innovation and research.

Timing

The consultant should preferably start on 15 March 2019 at the latest.

JUSTICE LAW AND ORDER SECTOR									
Annual Workplan for FY 2020/21 EKN Extract									
									FUNDING SOURCE
	Acti	Code	Activity Description	Institution	Input	Qty	Unit Cost	Total ammount	EKN Funded
Outcome 1: Infrastructure and Access to JLOS Services Enhanced									
Strategic Intervention 1.1: Eliminate cases that are over three years in the system									
Strategic Output 1.1.1 Institutional case management enhanced									
	DGA:	1.1.1.1	Analysis of 900 backlog cases in the system (900 DNA cases)	DGAL	cases (15 test kits)	15	40,000,000	600,000,000	ekn
	Jud:	1.1.1.1	3935 Backlog cases disposed of across all Court levels.						
				Judiciary	Criminal Circuits Backlog Cases (Target 1377/6136)	1,377	1,000,000	1,377,000,000	ekn
				Judiciary	Civil Circuit Backlog Cases (Target 2215/9841)	1,215	300,000	364,500,000	ekn
				Judiciary	Criminal CM Backlog cases (1343/27,897)	1,343	450,000	604,350,000	ekn
	UPS:	1.1.1.1	Case backlog reduction in Prisons; fuel, vehiecle	UPS	Purchase of fuel for delivery of prisoners to Courts	4	120,000,000	480,000,000	ekn
	DGA:	1.1.1.2	Implementation of the DGAL Case backlog Reduction Strategy	DGAL	Acquire staff safety gear, fume hoods and personal protective equipment	3	90,000,000	270,000,000	ekn
	UPS:	1.1.1.2	Case backlog reduction; Purchase of vehicles for delivery of Prisoners to Courts	UPS					
				UPS	Procurement of a 60 seater bus for Kitalya	1	280,000,000	280,000,000	ekn
				UPS	Procurement of 5 ton trucks for Moyo and Buhweju	2	120,000,000	240,000,000	ekn
	DPP:	1.1.1.3	Prosecution of 1677cases at High Court sessions	DPP	Prosecution of 1677 cases in High Court sessions	1,677	1,000,000	1,677,000,000	ekn
	MoJ:	1.1.1.7	Defend 2500/3682 Backlog Civil Cases (Gulu-70, Arua-60, Fortportal-50, Mbale-65, Mbarara-50, Moroto-55 and 2150 (Karamoja))	MoJCA/DCL	Civil cases	2,500	500,000	1,250,000,000	ekn
	Sec:	1.1.3.1	Facilitation of DCC outreach and open days	Sectorwide					
				Sectorwide	DCC outreach Programs	254	1,500,000	381,000,000	ekn
	MoG:	1.1.4.2	Training of Labour Officers in Conciliation, Mediation and Arbitration of labour complaints and disputes(MGLSD)	MoGLSD/IC	Training of Labour Officers in Conciliation, Mediation and Arbitration of labour complaints and disputes	500	650,000	325,000,000	ekn
	DPP:	1.2.1.1	ICT infrastructure and roll out of procamis	DPP	Potable computers to fcalitate on line service provision	65	4,000,000	260,000,000	ekn
	Jud:	1.2.2.1	Catologue Case records for 8 Chief Magistrate Courts.	Judiciary	Acid free boxes (1000pcs*8 Courts)	8,000	16,000	128,000,000	ekn
				Judiciary	File folders (5000pcs*8 Courts)	40,000	5,000	200,000,000	ekn
	MIA:	1.2.2.1	Roll out case management system to 30 stations	MIA/NCSP	Filling cabinets	100	1,000,000	100,000,000	ekn
	Jud:	1.2.3.2	Provide network infrastructure, Computers, Court recording and Transcription System & CCTV Cameras.	Judiciary	Video Conferencing System in Jinja and Masindi	2	700,000,000	1,400,000,000	ekn
				Judiciary	Procure 200 Computers Chief Magistrate Courts and G1s	100	3,500,000	350,000,000	ekn
	Sec:	1.2.4.2	PPU support to M&E, data collection and report writing	Sectorwide	Data collection, M&E [UPF, MoJCA, Judiciary, ODPP, MIA,UPS,NIRA] (4qtrs x 7 MDAs x 20m)	28	20,000,000	560,000,000	ekn
				Sectorwide	Data collection, M&E [DGAL, LDC, UHRC, ULRC, DCIC,JSC] (4qtrs x 6 MDAs x 15m)	24	15,000,000	360,000,000	ekn
				Sectorwide	Data collection, M&E [TAT,MoLG,ULS,ULRC,MoGLSD] (4qtrs x 5 MDAs x10m)	20	10,000,000	200,000,000	ekn
	MIA:	1.2.4.5	Enhance capacity of the Bureau to Undertake MIA: 1.2.4.4 compliance inspections Enhance capacity of the Bureau to Undertake	MIA/NGO	Procure motorcycles of 10 DNMCs	10	12,000,000	120,000,000	gou
	Sec:	1.2.4.8	Preparation and dissemination of JLOS the Fifth Sector Development Plan SDP V	Sectorwide	regional consultations	5	45,000,000	225,000,000	
				Sectorwide	national validation conference	1	75,000,000	75,000,000	
				Sectorwide	Printing	1,500	30,000	45,000,000	gou
	DGA:	1.3.1.1	Operationalization of Gulu Regional forensic laboratory	DGAL	Acquire furniture for the regional forensic laboratory in Gulu	1	100,000,000	100,000,000	gou
				DGAL	Acquire assorted small scientific equipment for preliminary analysis at the lab	1	190,000,000	190,000,000	gou
				DGAL	Acquire laboratory fridges to maintain the quality of exhibits collected	1	10,000,000	10,000,000	gou
	URS:	1.3.1.3	Equipping the Geographical Indications Registry	URSB	Computers + Printers	5	3,500,000	17,500,000	gou
				URSB	Laptops	5	4,000,000	20,000,000	gou
				URSB	Workstation	5	2,500,000	12,500,000	gou
				URSB	Office Cabinets	5	1,200,000	6,000,000	gou
				URSB	Office Chairs	5	1,000,000	5,000,000	gou
				Sectorwide					
	Jud:	1.3.1.3	construction of Justice centres (Police station, DPP and Court)	Judiciary	Construction of Maracha Justice Centre	1	1,700,000,000	1,700,000,000	ekn
				Judiciary	Constrcution of Namayingo Justice Centre	1	1,700,000,000	1,700,000,000	ekn
			subtotal case backlog and acess to JLOS services						15,587,850,000

		Acti	Code	Activity Description	Institution	Input	Qty	Unit Cost	Total amount		EKN Funded
			DPP: 1.4.1.1	Purchase of Anatomic dolls to aid prosecution of child related cases	DPP	Anatomic dolls to aid in prosecuting child related case	274	100,000	27,400,000	ekn	27,400,000
			DPP: 1.4.1.2	Purchase of Child Witness kits to support prosecution of child related cases	DPP	Child Witness kits for 139 service points	139	1,000,000	139,000,000	ekn	139,000,000
			MoG: 1.4.1.4	Attendance of both lower and higher courts	MoGLSD/Juv	Fuel	4,000	50,000	200,000,000	ekn	200,000,000
					MoGLSD/Juv	Resettlement of Children after attendance of court	3,000	100,000	300,000,000	ekn	300,000,000
			Strategic Output 1.4.2	Capacity for duty bearers and institutions in child justice enhance	MoGLSD/Juv				0	gou	
			DPP: 1.4.2.1	Skills enhancement training for prosecutors in handling Children and SGBV cases	DPP	venue costs	1	40,000,000	40,000,000	gou	40,000,000
					DPP	Facilitators	4	5,000,000	20,000,000		20,000,000
					DPP	training materials	1	40,000,000	40,000,000		40,000,000
			MoG: 1.4.2.2	Purchase of Compendium of laws for Remand Homes and District Probation & Welfare Officers	MoGLSD/Juv	Compedium of laws on children	500	250,000	125,000,000	ekn	125,000,000
					MoGLSD/Juv	Printing of Birth Notification Records	500,000	700	350,000,000	ekn	350,000,000
			MoG: 1.4.2.4	Training of Probation of Officers on RHMS	MoGLSD/Juv	Allowances	200	520,000	104,000,000	gou	
			UPF: 1.4.2.6	Procure 5 motorcycles for CFPU for the districts of Otuke, Kaabong, Amudat, Amuria and Bugweri.	UPF	Motorcycle cost	5	10,000,000	50,000,000	ekn	50,000,000
			Jud: 1.4.3.1	Special Court sessions for the child offenders to decongest remand home	Judiciary	Special Sessions for Child related cases- CM	625	450,000	281,250,000	ekn	281,250,000
					Judiciary	Special Sessions for child related cases - G1	325	400,000	130,000,000	ekn	130,000,000
					Judiciary	High Court - Special Sessions for child related cases (Target 400)	400	500,000	200,000,000	ekn	200,000,000
			LDC: 1.4.3.1	Provide holistic Legal Aid Service to 1500 children in conflict with the law using lawyers and social workers	LDC	Communication	-	400,000	0	gou	
					LDC	monthly facilitation for 17 legal aid clinic staff (social workers and legal assistants) for 12months	17	17,000,000	289,000,000	ekn	289,000,000
			Sec: 1.4.3.1	Implement J4C	Sectorwide	Monthly support to 6 staff	72	4,000,000	288,000,000	ekn	288,000,000
			UPF: 1.4.3.1	Support investigations of 5,000 Sexual Gender Based Violence crimes.	UPF	Facilitation for investigators	5,000	50,000	250,000,000	ekn	250,000,000
			UPF: 1.4.3.2	Support investigations of 2,000 juvenile related offences.	UPF	Investigation costs	2,000	50,000	100,000,000	ekn	100,000,000
			DPP: 1.4.3.3	Prosecution of children related cases at various court levels (i.e. Chief magistrate court and High court)	DPP	Facilitation of officers to prosecute child related case in 4 sessions at chief magistrate courts	160	1,000,000	160,000,000	ekn	160,000,000
			Strategic Output 1.4.4	Rehabilitation & Remand homes established at regional level	DPP	laptops for duty bearers	35	4,000,000	140,000,000	ekn	140,000,000
			MoG: 1.4.4.3	Construction of Gulu Remand Home	MoGLSD/Juv	Gulu Remand Home	1	900,000,000	900,000,000	ekn	900,000,000
				subtotal Justice for children							4,029,650,000
									0	gou	
			UPF: 1.6.3.1	Procure 15 specialised motorcycles for district SOCOs of Namayingo, Buyende, Amur, Kween, Kanungu, Mayuge, Kiryandongo, Ntoroko, Amuria, Luuka, Kyotera, Kalangala,Buvuma,Mubende and Amudat.	UPF	Motor cycle costs	15	10,000,000	150,000,000	ekn	150,000,000
			UPF: 1.6.3.8	Provide support for medical examination. (SGBV & Postmortem)	UPF	Postmortem costs	2,000	50,000	100,000,000	ekn	100,000,000
					UPF	Medical examination of SGBV victims.	4,000	25,000	100,000,000	ekn	100,000,000
					UPF						
			UPF: 1.6.3.9	Procure training aids for forensics.	UPF	Assorted stationary	1	10,000,000	10,000,000	ekn	10,000,000
					UPF	Consumables	1	55,000,000	55,000,000	ekn	55,000,000
					UPF	Training aids	1	40,000,000	40,000,000	ekn	40,000,000
					UPF						
			Jud: 1.7.4.1	Print legal reference material for 24 Chief Magistrate Courts	Judiciary	Print Legal reference material for 24 Chief Magistrate Courts.	15	30,000,000	450,000,000	ekn	450,000,000
			UPF: 1.8.3.2	Review data collection tools to comply with collection of gender disaggregated data.	UPF	Venue hire and equipment for consultative meetings in 8 police regions	8	300,000	2,400,000	ekn	2,400,000
					UPF	Meals and Refreshments	355	30,000	10,650,000	ekn	10,650,000
					UPF	Assorted stationary	8	700,000	5,600,000	ekn	5,600,000
					UPF	Transport refund for participants	320	50,000	16,000,000	ekn	16,000,000
					UPF	Facilitation for officers	150	230,000	34,500,000	ekn	34,500,000
				subtotal SGBV							974,150,000
			Strategic Output 1.8.4	Justice needs of vulnerable groups including refugees addressed	UPF				0	gou	
			JSC: 1.8.4.1	Sensitization of refugee communities on law, obligations and administration of justice in 10 camps (Rhino,Imvepi, Lobule, Kamwenge, Bidi bidi, Kyangwali, Kyaka, Nakivaale, Kirvandongo, Rwamwania)	JSC	Staff perdiem	10	2,500,000	25,000,000	gou	25,000,000
					JSC	Fuel and lubricants	10	1,200,000	12,000,000	gou	12,000,000
					JSC						
			NIR: 1.8.4.1	Facilitate Child Protection through Birth Registration and subsquent Issuance of NIRA Birth Certificates to 50,000 children aged < 5 years across six refugee settlement and host communities of Bidi Bidi, Pabbek, Imvepi, Mungula and Parlorinya	NIRA	Acquisition of Blank Birth Certificates to be issued to the applicants	50,000	1,000	50,000,000	ekn	50,000,000

		Acti	Code	Activity Description	Institution	Input	Qty	Unit Cost	Total amount		EKN Funded
						rally masses on importance & requirements for birth and death registration through talkshows, radio spots					
				Facilitate Child Protection through Birth Registration and subsequent Issuance of NIRA Birth Certificates to 50,000 children aged < 5 years across six refugee settlement and host communities of Bidi Bidi, Pabbek, Imvepi, Mungula and Dadaab	NIRA		50	2,000,000	100,000,000	ekn	100,000,000
					NIRA	shooting of equipment and undertaking supervision during the outreaches to the respective refugee camps	50	4,000,000	200,000,000	ekn	200,000,000
					NIRA	undertake registration and issuance of certificates within the refugee settlements and refugee host community	114	2,000,000	228,000,000	ekn	228,000,000
			UPF: 1.8.4.1	Community policing in 10 refugee camps of Isingiro, Arua, Kyegegwa, Kamwenge, Hoima, Kiryandongo, Koboko, Yumbe, Adjumani and Lamwo.	UPF				0	gou	
					UPF	Facilitators	540	130,000	70,200,000	ekn	70,200,000
					UPF	Venue hire and equipment	10	500,000	5,000,000	ekn	5,000,000
					UPF	Meals and Refreshments	4,000	25,000	100,000,000	ekn	
					UPF	Assorted stationary	1	2,000,000	2,000,000	ekn	2,000,000
			UPS: 1.8.4.1	Roll out access to justice for refugees in Prisons	UPS	Training staff in management of refugees in Arua, Kabale, Kisoro, Isingiro, Adjumani, Moyo, Masafu, Gulu, Luzira Women, Mbay, Mbarara, Tororo, Paidha, Bushenyi, Soroti, Bubukwanga, Fortportal, Kasese	2	30,000,000	60,000,000	ekn	60,000,000
					UPS	Fuel for linking refugees	6,100	3,800	23,180,000	ekn	23,180,000
					UPS	Allowances for staff for linking refugees in 20 Prisons	4	30,000,000	120,000,000	ekn	
					UPS	development of training materials	1	30,000,000	30,000,000	ekn	30,000,000
					UPS	Stationery assorted	1	20,000,000	20,000,000	ekn	20,000,000
			UPS: 1.8.4.2	Sex offender rehabilitation	UPS	Training 500 inmate counsellors	5	7,000,000	35,000,000	ekn	35,000,000
					UPS	Training 100 Behavioural change management	2	6,000,000	12,000,000	ekn	12,000,000
					UPS	Training 600 inmates in Sexuality, sex, gender and HIV/AIDS (Training)	6	6,000,000	36,000,000	ekn	36,000,000
					UPS	Conducting dialogue sessions in 10 prisons	10	7,000,000	70,000,000	ekn	70,000,000
					UPS	Training 10 drama groups in 10 prisons	10	6,000,000	60,000,000	ekn	60,000,000
				subtotal Vulnerability and refugees							1,038,380,000
					UPS						
				Strategic Intervention 1.9: Strengthen transitional justice and informal justice processes	MoLG						
					ODPP	Procurement of Computers	50	3,500,000	175,000,000	ekn	175,000,000
				Printing of Local Council Courts registers and IEC Reference materials on LC Courts	MoLG	Distribution of registers and Data collection	4	100,000,000	400,000,000	ekn	400,000,000
					MoLG	Local council courts registers	10,000	50,000	500,000,000	ekn	500,000,000
					MoLG	Information Education and Communication materials on local council courts	10,000	10,000	100,000,000	ekn	100,000,000
				Strategic Output 1.9.2 Transitional justice mechanisms strengthened	MoLG				0	gou	
				DPP: 1.9.2.1 Undertake prosecution of Transitional justice cases	DPP	Prosecution of War crimes and related cases	2	250,000,000	500,000,000	ekn	500,000,000
					DPP	Outreach programmes for victims of war in Western, Eastern and Northern Uganda	1	100,000,000	100,000,000	ekn	100,000,000
				MoJ: 1.9.2.1 4 Stakeholder engagements on Transitional Policy and Bill	MoJCA/FPC	Conference facilities/Venue Hire	4	5,000,000	20,000,000	ekn	20,000,000
					MoJCA/FPC	Transport Refund for participants(4 meetings*30 participants)	120	100,000	12,000,000	ekn	12,000,000
					MoJCA/FPC	Meals	120	60,000	7,200,000	ekn	7,200,000
					MoJCA/FPC	Fuel (4 engagements X 2500)	10,000	4,100	41,000,000	ekn	41,000,000
				Jud: 1.9.2.2 Print Court Users Manual for International War Crimes Division	Judiciary	Print Court users manual	1	30,000,000	30,000,000	ekn	30,000,000
				MIA: 1.9.2.2 Enhance resettlement and reintegration activities of Amnesty Commission through retooling	MIA/AC	Purchase of a mini bus for field operations in DRTS (Gulu,Kitgum,Arua, Mbale,Kasese & Central)	-	250,000,000	0	gou	
					MIA/AC	Facilitation for Pre - trial of 208 accused person on 46 Counts represented by 208 advocates, security and venue	1	200,000,000	200,000,000	ekn	200,000,000
				DPP: 1.9.2.2 Training staff in application of human rights based approaches and laws particularly Human Rights Enforcement Act 2019	DPP	Training of 300 officers in Human rights based approaches and laws	2	120,000,000	240,000,000		
				subtotal Transitional Justice							2,085,200,000
				outcome 3: commercial Justice and the Environmnet for Compettiveness strengthened	JSC				0	gou	
				Strategic Intervention 3.1:	JSC				0	gou	
				Reform, enforce and update laws to promote competitiveness and regional integration	JSC				0	gou	
				Strategic Output 3.1.1 New and emerging areas of commercial justice proposed for legislation	JSC				0	gou	
				URS: 3.1.3.1 Design and print Security Interest in Movable Property Registry System (SIMPRS) User guides	URSB	Printing of copies and Audio-Visual tutorials	1	50,000,000	50,000,000	gou	50,000,000

	Acti	Code	Activity Description	Institution	Input	Qty	Unit Cost	Total amount		EKN Funded
		URS: 3.1.3.2	Develop a Trademarks handbook for clients to simplify Trademarks registration	URSB	Consultancy services	1	25,000,000	25,000,000	gou	25,000,000
	Strategic Output	3.1.4	Appropriate regional laws harmonised and domesticated	URSB				0	gou	
		URS: 3.1.5.3	Printing of Security Interest in Movable Property Regulations for Disposal of Perishable collateral	URSB	Gazetting and Printing of copies	200	50,000	10,000,000	gou	10,000,000
		URS: 3.1.5.4	Conduct enforcement workshops with Traders, Copyright Users on Copyright and Trademark infringement	URSB	Hotel Services	480	170,000	81,600,000	gou	81,600,000
	Strategic Intervention 3.2: Strengthen business registries									
	Strategic Output	3.2.1	Registries reformed and equipped	MoJCA/DLAS				0	gou	
		URS: 3.2.3.10	Staff training on Cyber SecurityTraining	URSB	Training	320	250,000	80,000,000	gou	80,000,000
		URS: 3.2.3.7	Building capacity of URSB staff to register Geographical Indications in Uganda	URSB	Hire Consultant to conduct Internal Staff trainings on G.I's in Uganda	8	22,800,000	182,400,000	gou	182,400,000
	Strategic Output	3.2.4	Stakeholders sensitised on business processes	URSB				0	gou	
		URS: 3.2.4.1	Publicity campaigns on ease of doing business reforms	URSB	T.V talk shows	4	6,000,000	24,000,000	gou	24,000,000
				URSB	Newspaper strips	3	3,000,000	9,000,000	gou	9,000,000
				URSB	Press Releases	4	6,000,000	24,000,000	gou	24,000,000
				URSB	Radio talk shows	4	3,000,000	12,000,000	gou	12,000,000
		URS: 3.2.4.12	Sensitization campaigns on marriage, business registration and SIMPO (Electronic Chattels) online platforms in Central, Eastern, Western and Northern regions	URSB	Commuter Buses	32	3,000,000	96,000,000	ekn	96,000,000
				URSB	Commuter taxis	160	500,000	80,000,000	ekn	80,000,000
				URSB	Billboards to exit routes(Masaka rd, Jinja rd,Ebb rd, Hoima rd, Bombo rd)	30	3,500,000	105,000,000	ekn	105,000,000
				URSB	Street Poles	300	250,000	75,000,000	ekn	75,000,000
				URSB	fliers	10,000	3,000	30,000,000	ekn	30,000,000
		URS: 3.2.4.14	Conduct SIMPO (Security Interest in Movable Property Registry System) End-User trainings Upcountry in 8 districts of Kabale, Jinja, Masaka, Mityana, Hoima, Busia, Kasese, Tororo)	URSB	Conference services (venue/computer lab, catering services, internet, projector)	320	140,000	44,800,000	ekn	44,800,000
				URSB	Out of pocket allowance	140	70,000	9,800,000	ekn	
				URSB	Fuel	1,280	4,500	5,760,000	ekn	5,760,000
				URSB	Staff Per diem	15	200,000	3,000,000	ekn	
				URSB	Facilitation for Regulators of creditors/lenders e.g UMRA, MTIC	9	150,000	1,350,000	ekn	1,350,000
		Jud: 3.3.1.3	Fast-Track Mortgages and Infrastrutural related cases to ease competitiveness in doing business.	Judiciary	Commercial Circuit(Traget 1500/2794)	500	500,000	250,000,000	ekn	250,000,000
				Judiciary	Commecial Division (Traget 1000/1574)	1,000	500,000	500,000,000	gou	250,000,000
				Judiciary	Land Circuits (Target 988/3140)	692	500,000	346,000,000	gou	200,000,000
				Judiciary	Land CM (Target 2000/4251)	750	350,000	262,500,000	ekn	262,500,000
		Jud: 3.3.2.1	Foster mediation in commercial to ease the way of doing business.	Judiciary	Mediation Session (Target 1500/1500)	1,500	250,000	375,000,000	ekn	375,000,000
				Judiciary	Mediation Performance Review meeting	2	25,000,000	50,000,000	gou	50,000,000
				Judiciary	Develop ,Print & Desiminate mediation registers	120	350,000	42,000,000	gou	42,000,000
		Jud: 3.3.3.1	Capacity building of Small Claims Procedure duty bearers.	Judiciary	SCP training to skill Judicial Officers	150	1,280,000	192,000,000	ekn	192,000,000
				Judiciary	Conduct coaching for Stations with unsatisfactory results	24	5,000,000	120,000,000	ekn	120,000,000
				Judiciary		-	-	0	gou	
			Sub total commercial justice	Judiciary				3,086,210,000	0	2,677,410,000
Prog Mgt:	Programme Management (Secretariat)			Judiciary				0	gou	
	Strategic Pro:	4.1.3.1	Continous Professional development	Program Mgt	Training and proffessional development	4	75,000,000	300,000,000	gou	100,000,000
				Program Mgt						
		Sec: 4.2.5.1	Strenthgening JLOS financial management function	Sectorwide	Internal audit compliance fuel - field visits, capacity building	4	25,000,000	100,000,000	ekn	100,000,000
				Sectorwide	Capacity buiding cost, preparation section wide final account and audit resposes	2	25,000,000	50,000,000	ekn	50,000,000
				Sectorwide	Support collection of financial data preparation of Qtrly, semi-annualy & annual insitutional fin reports	4	30,000,000	120,000,000	ekn	120,000,000
		Sec: 4.2.6.1	Upgrade of the JLOS Online Platforms	Sectorwide	Portal)	1	70,000,000	70,000,000	ekn	70,000,000
				Sectorwide	GIS upgrade	1	60,000,000	60,000,000	ekn	60,000,000
		Sec: 4.2.6.2	Enterprise Resource Planning (ERP) System - Phase 2	Sectorwide	Software upgrades (additional functionality)	1	50,000,000	50,000,000	ekn	50,000,000
				Sectorwide	ERP Hardware (servers) and backup	1	30,000,000	30,000,000	ekn	30,000,000
				Sectorwide	Data entry operations	12	5,000,000	60,000,000	ekn	60,000,000
		Sec: 4.2.6.3	Mail and collaboration software upgrades	Sectorwide	Procure Licenses (Office 365)	12	8,000,000	96,000,000	ekn	96,000,000
				Sectorwide						
			Sub total implementation of fiduciray risk action plan					936,000,000	0	736,000,000
			Grand Total EKN							27,128,640,000

	Acti	Code	Activity Description	Institution	Input	Qty	Unit Cost	Total ammount	EKN Funded
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THE JUSTICE LAW AND ORDER SECTOR
SWAP DEVELOPMENT WORK PLAN FY 2020/2021
EKN component

BACKGROUND

The Justice Law and Order Sector is now in the final year of implementation of the Fourth Sector Development Plan (SDPIV), a phase in which the Sector is consolidating and extending its physical presence across the country and further strengthening its reforms aimed at improving access to justice, human rights observance and the fight against corruption, strengthening competitiveness and inclusive growth.

The JLOS work plan is an integral part of the National Budget, developed in line with the National Budgeting process. Together with the SDPIV the work plan supports the implementation of the National Development Plan III and the key national development objectives. The implementation of the work plan, 2020/21 will cost Uganda shillings 127.641 billion, out of which, Ushs. 100.171 billion is from GOU and Budget support donors (European Union and Austria). The work plan is funded also by the Kingdom of Netherlands (6.5million Euro equivalent to 27.470 bn UGX), Sweden through IDLO, UN Agencies (UNICEF, UN Women and UNDP) and the Democratic Governance Facility, among others.

This is the last work plan under SDP IV; the Sector has prioritised the completion of all on-going contractual obligations and commitments under SDPIV. The commitments also include the construction of the JLOS House.

This work plan seeks to consolidate the efforts to achieving the results of the SDPIV including elimination of case backlog, improving public trust in justice, reducing pre-trial detainees, enhancing justice for children, strengthening responses to SGBV and justice needs of refugees, reform and automation of business processes, reducing human rights violations and corruption and strengthening Uganda's competitiveness. Under the work plan there are specific activities to strengthen Sector institutions through evidence based budgeting, reform of laws, increase access to JLOS service, and to enhance physical presence and improve efficiency in service delivery.

EXPECTED RESULTS AND RESOURCE ALLOCATION

1.0 KEY PRIORITY AREAS FOR RESOURCE ALLOCATION

1.1 Infrastructure and Access to JLOS Services Enhanced

In an effort to consolidate the growth and investments so far and to ensure effective operations of the existing investments, the Sector will focus on completing all on-going constructions, equipping newly established stations and strengthening newly designated High Court circuits.

Construction of JLOs service points will also be undertaken in hard to reach areas and areas where the chain of frontline JLOS service points is incomplete, particularly in Kyegegwa, Butambala, Sironko, Ntungamo, Mpigi, Rukungiri, Maracha, Naamayingo, Mulanda and Bunyangabo.

Comprehensive activities to address the persistent challenge of congestion in the prisons are also provided for in the work plan. It is for this reason that a significant allocation of resources is being made to construct Ntungamo reception centre, operationalise the second minimum - maximum security prison at Kitaalya and pay contractual obligations for construction of four reception centres at district level.

As part of the implementation of commitments under the SDPIV the plan has provided for case disposal to ensure that the progress made over the past years is not lost. Priority has been given to case load reduction and support to new initiatives that were adopted to expedite dispute resolution as espoused in the sector case backlog reduction strategy including the Small Claims Court, Mediation and Plea Bargaining. Budgeted for is the continued strengthening of the various registries to support these functions.

The Justice for Children initiative this financial year is one of the Sector's programmes aimed at addressing vulnerability and the rights of children in contact with the justice system.

There will be a continued focus on diversion measures and alternative avenues for dispute resolution and the sector has therefore allocated resources to support initiatives in legal aid and the Local Council Courts. These will be augmented by additional support from the Democratic Governance Facility. Ongoing initiatives in case disposal and dispute resolution will be supported and alternative justice systems, including Local Council Courts, are prioritised under the work plan. An allocation of 107.331 billion has been made in the work plan.

Expected results EKN support

The sector investments in 2020/21 are expected to reduce case backlog from the current 18.6% to 15% at the end of 2020/21. It is further expected that the average time for disposal of cases in the court will reduce to an average of 470 days. A total of 45,000 cases that are 2 years and older are expected to be disposed of from the system. It is projected that pretrial detainees will be kept under 50% of the total prison population while JLOS district coverage in terms of operational infrastructure will increase to 74%.

The sector also projects to increase the disposal of child related cases by 52% and reduce the use of custodial sentences by 20% through increased diversion and rehabilitation of child offenders. The sector also projects to increase conviction rates in SGBV cases through use of scientific investigation to 63%. It is also projected that construction of Moroto and Masindi remand homes will be completed.

The sector also projects to ensure that refugee settlements and host communities will continue accessing JLOS services, and that there will be reduction in crime in refugee settlements and host communities. At output level it is projected that 08 refugee settlements will have operational mobile courts; operational police units and access legal aid services.

It is also expected that the level of computerization of business processes in the Judiciary will increase to 56%, while 3 new justice centres will be constructed.

In taking forward the Formal Justice Processes, the Sector has prioritized the disposal 1000 land matters in northern Uganda. The International Crimes units of the ODPP and the UPF continue to undertake lengthy and extensive investigations of international crimes, arising from the conflicts in northern and western Uganda as well as cases of terrorism and other international crimes. Using Prosecution-led investigations, efforts will be made to conclude these cases in preparation for adjudication. The sector has also prioritized the disposal of all cases before the International Crimes Division.

The Sector will priorities the development of comprehensive legislation to implement the transitional justice policy. The Transitional Justice outreach programmes will be carried out to provide feedback to communities on programmes that are underway and to receive input in return from the communities.

It has emerged that children born in conflict, particular to abducted mothers face numerous challenges relating to non- acceptance by their families. This creates deeper challenges in birth registration, inheritance and access.

1.2 Observance of Human Rights and Fight against Corruption

This Outcome area focuses on measures to improve the protection, promotion and respect for human rights. This Outcome also prioritises measures aimed at implementing the Sector and institutional anti-corruption strategy and ensuring strengthened and transparent processes within the institutions.

The work plan has laid emphasis on continued training of staff in human rights, civic education for the public on their rights, obligations and processes and measures aimed at the protection of the rights of the most vulnerable including persons in detention. The work plan has also prioritised oversight mechanisms in the Sector to strengthen accountability systems, including IT based systems. An allocation of Ug.Shs.7.299billion has been made and will be funded by Government of Uganda.

Overall under this outcome it is projected that clearance rate of cases in UHRC will increase by 50% while violation of rights by JLOS institutions will reduce to 33%. It is also projected that the corruption perception index will increase to 0.30.

1.3 Strengthening commercial Justice and Environment for Competitiveness

This Outcome area seeks to ensure the rule of law to regulate economic activity and boost the climate for doing business which is fundamental for poverty reduction for inclusive growth. The sector has provided resources for reform and update of laws simplify procedures and enforce existing commercial laws. Processes and institutions regarding land dispute resolution have been prioritised since land justice disputes take up a large proportion of the case load in the civil justice arena as well as contributing to criminal cases. Resources have

been allocated to strengthen business registries and strengthen commercial and land dispute resolution processes. An allocation of Ug.Shs.7.296billion has been made.

Outcome 3 will focus on reforming and updating laws that promote competitiveness and regional integration. This will entail the continued development of regulations to ensure the full implementation of existing legislation, but will also focus on the development of new laws to cover emerging and changing areas of business and industry. This will facilitate the development of new business models and commercial products that can promote economic growth, increase options for accessing financing and credit that would benefit those who are still excluded from the current financial options and address challenges in the formation and management of businesses.

The Strategies will also focus on strengthening the business registries. This will entail enhancing efficiency of the registries to provide a more user friendly customer interface and provide the platform for automation and integration of systems. The process of automation and piloting the provision of online services will be fast tracked. The registries will also be adequately equipped and tooled to serve the public better. This will be accompanied by improved management of records, through digitization and automation. These processes will support the introduction of customer oriented products including e-services.

The final component of the Strategy is to address case management systems in land and commercial justice to promote small claims procedures and mediation that benefit small business holders, traders and more vulnerable groups such as women and to enhance case disposal in land and commercial matters.

The sector projects to improve the ease of doing business index from to 60 and improve efficiency of the legal framework in settling disputes, to 4.0, and improve clearance rate in commercial cases and land cases to 95%.

1.4 Programme management

To ensure effective programming and strengthen coordination, monitoring and evaluation, advisory support, strengthen evidence based decision making as well as the realisation of the SDPIV results shs 5.7billion has been allocated. Besides support to running of the secretariat, provision has been made towards sector wide monitoring, establishment of sector wide integration processes and facilitation reviews of programme implementation as well as the implementation of the fiduciary risk assessment action plan.

BUDGET SUMMARY BY KEY OUTCOME/RESULT AREAS

RESULT	TOTAL BUDGET	GOU AND OTHERS	EKN BUDGET
OUTCOME 1: JLOS INFRASTRUCTURE AND ACCESS TO JLOS SERVICES ENHANCED			

Output 1.1: Eliminate cases that are over three years in the system	21,516,765,000	13,667,915,000	7,848,850,000
Output 1.2: Strengthen business processes and information management systems	14,335,541,500	10,357,541,500	3,978,000,000
Output 1.3: Deconcentrate service delivery to county level by 2021	42,436,128,987	38,670,128,987	3,766,000,000
Output 1.4: Strengthen Justice for children	6,126,920,000	1,993,270,000	4,133,650,000
Output 1.5: Strengthen access to legal aid services	1,973,970,000	1,973,970,000	
Output 1.6: Strengthen measures to effectively and efficiently prevent and respond to crime.	8,126,280,949	7,671,280,949	455,000,000
Output 1.7: Stakeholders empowerment and enhanced access to legal information	6,260,460,000	5,810,460,000	450,000,000
Output 1.8: Promote Gender equality and equitable access to justice	2,988,390,000	1,660,860,000	1,327,530,000
Output 1.9: Strengthen transitional justice and informal justice processes	3,567,398,021	1,482,198,021	2,085,200,000
	107,531,854,457	83,487,624,457	24,044,230,000
OUTCOME 2: OBSERVANCE OF HUMAN RIGHTS AND FIGHT AGAINST CORRUPTION PROMOTED			
Output 2.1: Strengthen measures to reduce human rights violations by JLOS Institutions	3,019,424,000	3,019,424,000	
Output 2.2: Empower citizens on Human Rights and obligations	1,378,412,000	1,378,412,000	
Output 2.3: Enhance efficiency/effectiveness of JLOS Institutions to fight corruption	2,901,880,000	2,901,880,000	
	7,299,716,000	7,299,716,000	
OUTCOME 3: COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS STRENGTHENED			
Output 3.1: Reform, enforce, update laws to promote competitiveness/regional integration	1,610,243,000	1,443,643,000	166,600,000
Output 3.2: Strengthen business registries	2,201,703,090	1,419,593,090	782,110,000
Output 3.3: Strengthen commercial and land dispute resolution institutions and processes	3,484,300,000	1,742,800,000	1,741,500,000
	7,296,246,090	4,606,036,090	2,690,210,000
4. PROGRAMME MANAGEMENT	5,713,899,620		736,000,000
Grand total	127,641,716,167	107,531,854,457	27,470,400,000

EXPECTED RESULTS EARMARKED AREAS OF INTERVENTION

1. Case backlog elimination

The Sector in the work plan 2020/21 has planned to hold sessions to dispose of cases at various levels of court. The disposal targets cases at both the stations where the judicial officers regularly sit and stations where they circuit. Given the chain-linked nature of justice delivery all critical players within the chain are part of the planning and support activities captured. Besides the judiciary, other institution that will implement the programme include ODPP, Uganda Police, Prisons, Uganda Law Society- Legal Aid Project, Justice Centres Uganda, the State Brief Scheme and LDC–Legal Aid Clinic. Case backlog sessions will be

conducted by the Court of Appeal, High Court and magistrates courts. The Sector has also planned to facilitate disposal of matters that have been pending for long in other quasi-judicial institutions specifically, the Law Council, Administrator General's Office and Judicial Service Commission.

The sector will continue the implementation and roll out of interventions including file rehabilitation and indexing, and provision of filing cabinets at every station in the chain of justice, computerization of business processes including filing of cases and case processing, prosecution information system, automated biometric reading systems in police, among others. Construction of offices and one stop service points targeting hard to reach areas and districts without infrastructure will also be undertaken to boost JLOS presence..

Performance assessment/information management: The Sector set up a case backlog monitoring committee whose role is to oversee the implementation of the Sector Case Backlog Strategy until 2021. The committee will continue to oversee the development of case clearance plans for each court unit, the implementation of the plans and regular reporting. The case backlog monitoring committee will take active supervision and make reports on case backlog to the Chief Justice on a quarterly basis. Together with the JLOS secretariat periodic reports on performance shall be prepared in line with strategy and the SDPIV reporting framework.

Results:

45,000 backlogged cases will be disposed of in 2020/21 surpassing the growth in disposal of cases projected earlier.

Level of computerization of business processes in the Judiciary increased to 56%,

3 new justice centres constructed increasing district coverage to 74%.

2. Justice needs of refugees

The major areas of intervention planned by the Sector include community policing to enhance maintenance of law and order in the refugee settlements and host communities, public awareness and sensitization, rolling out the use of mobile courts in refugee settlements and host communities, provision of legal aid, establishment of one-stop service centers for SGBV victims in the medium term and training of duty bearers in the informal justice structures and local council courts in refugee settlements and host communities.

Community policing will be implemented by the Uganda Police Force replicating the neighborhood watch programmes.

The Judiciary will continue the use of mobile court in 8 refugee settlements in Isingiro, Hoima, Adjumani, Moyo and Yumbe among others. The other critical services such as prosecution, probation, legal aid and prisons will also be supported to ensure the success of the mobile courts. The Sector will provide support to the Uganda Law Society for the legal aid programme and advocates to represent refugees on pro-bono arrangement.

Training will be conducted for duty bearers in the informal justice structures and local council courts in refugee settlements and neighboring communities on refugee laws and policies, dispute resolution structures and Alternative Dispute Resolution mechanisms. This activity will be implemented by Ministry of Local Government, DCCs and JSC. Public awareness and sensitization is to be implemented by the District Chain Linked Committees, Judicial Service Commission and Uganda Human Rights Commission.

Results:

- 8 refugee settlements with operational mobile courts;
- All refugee settlements and host communities with operational police units;
- All refugee settlements and host communities accessing legal aid services.

3. Sex and gender based violence

The sector is focused on prevention of SGBV by raising awareness, sensitizing sector actors, the media, and the public through the Judicial Service Commission, justice centres Uganda and community policing programmes highlighting elimination of SGBV aimed at bringing attitudinal and behavioral change at the institutional cultural and individual levels.

The sector is to undertake capacity building programmes to enhance the quality of investigation and prosecution and increase the use of scientific evidence. Special SGBV courts sessions will be continued fast track the disposal of such cases. It is planned that under the arrangement the sector continue printing of the PF 3 which is used to record evidence of sexual and any other physical violence. The sector is to facilitate medical doctors to carry out the much needed medical examination and treatment and eventual appearance in court during the adjudication process.

The Uganda police will be facilitated to carry out investigations of SGBV cases throughout the country while the CFPU shall be facilitated to support victims of SGBV and provide counselling and basic psychosocial support services. The sector will support the forensic function to beef up the investigation of SGBV cases

Results:

- increased conviction rates in SGBV cases from 50% to 63%
- JLOS gender strategy implemented
- use of scientific evidence in SGBV cases

4. Justice for children

The J4C programme which is hinged on improving the sensitivity and responsiveness of sector institutions to protect the rights of, and reintegrate children in contact with the law has recorded great results. In that line, the J4C Coordinators will continue to provide onsite support to all the justice actors through the DCCs to improve general service delivery for

children in contact with the law with the result that fewer children will enter the justice system through placing priority on diversion. Child friendly services will be promoted by social workers and juvenile justice lawyers, legal awareness activities on Children's rights will be conducted. The sector will continue to develop child friendly sensitization materials and Justice for Children Coordinators, LDC social workers and JCU staff will be facilitated visit remand homes to help locate parents of Juveniles for bail applications. Justice for children coordinators and probation officers partnering with other stakeholders and with support of fit persons, will resettle children in their respective communities across the program sites. These include abandoned children, lost and found children at risk of violation. Finally, in partnership with other stakeholders, advocacy for the implementation of the diversion program will continue.

The capacity for duty bearers and institutions handling children affairs will be strengthened. Duty bearers shall be trained on prosecuting and handling children in contact and conflict with the law and on international human rights standards on handling children's cases. Duty bearers will be able to have easy access to legal reference materials to make timely and accurate decisions involving children. Likewise special attention will be given to ensure adequate legal representation to juveniles in courts of law

Finally, the construction of a Regional Remand Home in Karamoja Region and Masindi will be fast tracked.

Results:

- 70% of the JLOS service points offer child friendly services;
- disposal of child related cases increased by 38%,
- custodial sentences reduced by 25% through increased diversion and rehabilitation of child offenders
- Moroto and Masindi remand home operational

5. Transitional Justice

The International Crimes units of the ODPP and the UPF continue to undertake lengthy and extensive investigations of international crimes, arising from the conflicts in northern and western Uganda as well as cases of terrorism and other international crimes. Using Prosecution-led investigations, efforts will be made to conclude these cases in preparation for adjudication.

Comprehensive legislation will be developed for other aspects of transitional justice including the implementation structures and advocacy for the completed work under the TJ policy. The Transitional Justice outreach programmes will be carried out to provide feedback to communities on programmes that are underway and to receive input in return from the communities.

Results:

- the disposal 1000 land matters in northern Uganda
- study to address the situation of children born in conflict
- TJ Bill
- Improved clearance rate of cases in ICD
- 75% of LCC I and II sensitized on their role in adjudication

6. Commercial justice reform

The main focus will remain on reforming and updating laws that promote competitiveness and regional integration. This will entail the continued development of regulations to ensure the full implementation of existing legislation, and the development of new laws to cover emerging and changing areas of business and industry.

The rollout of re-construction of registries to ensure that documents are restored and properly captured in preparation for automation will be fast tracked. The process to adequately equip and tool registries to serve the public better will continue. This will be accompanied by improved management of records, through digitization and automation. These processes will eventually support the introduction of customer oriented products including e-services.

The case management systems in land and commercial justice will be strengthened to promote small claims procedures and mediation that benefit small business holders, traders and more vulnerable groups such as women and to enhance case disposal in land and commercial matters. Land matters will be fast tracked.

Results:

- The ease of doing business index increases to 60;
- Improved efficiency of the legal framework in settling disputes from 3.8 to 4.0,
- Improved clearance rate in commercial cases and land cases to 95%.

Monitoring and evaluation

The sector will enhance support supervision and undertake monthly reality checks in the field as part of the processes that will guarantee the implementation of the approved activities generally and under the 6 areas of intervention in particular. The sector is also to implement fiduciary risk action plan.

THE JUSTICE LAW AND ORDER SECTOR
SWAP WORKPLAN NETHERLANDS EARMARKED SUPPORT 2019/2020
Performance report as at 30th June 2020

Activity Co	Activity Description	Institution	Input	units	Unit Cost	Total Approved Budget (A)	GOU/Budget support and other DPs (B)	Netherlands approved Budget (C)	EKN 1st release and front loading(D)	EKN 2nd release Payment	Release	Expenditure as at 30th June 2020	unspent balance	Physical performance
Outcome 1:	Infrastructure and Access to JLOS Services Enhanced													
Strategic Intervention 1.1:	Eliminate cases that are over three years in the system											-		
Strategic Output 1.1.1:	Institutional case management enhanced											-		
DGA: 1.1.1.1		DGAL										-		
	Analysis of 2000 backlog cases in the system (1000 DNA cases and 1000 non DNA cases)	DGAL	Acquire laboratory reagents for analysis of 1000 DNA cases (24 test kits)	20	40,000,000	800,000,000	800,000,000	400,000,000	800,000,000		400,000,000	400,000,000		20 DNA test kits were procure and 656DNA cases were processed
		DGAL	Acquire laboratory reagents for analysis of 1000 non DNA cases	800	380,000	3,200,000	0	304,000,000	10,750,000	93,250,000	304,000,000	304,000,000		829 non DNA cases were processed
DPP: 1.1.1.1	Prosecute case cause listed in Supreme court, Court of Appeal, High Court, Chief Magistrate's court, Anti-corruption court, International crimes division court, and case under Plea-bargain initiative	DPP				0	0		0		-	-		
		DPP	Prosecution of cases at High Court sessions	992	1,875,000	18,375,000	66,250,000	1,293,750,000	93,000,000	500,750,000	1,293,750,000	1,293,750,000		813 backlogged cases prosecuted in the high court
		DGAL	Acquire staff safety gear; fume hoods and personal protective equipment	3	90,000,000	270,000,000	0	270,000,000	70,000,000		270,000,000	270,000,000		three sets of protective grea with fume hoods procured
Jud: 1.1.1.4	16,015 Backlog Cases disposed of across all Court levels	Judiciary				0	0		0		-	-		
		Judiciary	Court of Appeal Backlog Cases (Target 400/802)	400	2,500,000	10,000,000	10,000,000	500,000,000	50,000,000	229,249,805	481,343,967	462,500,000	18,843,967	189 cases disposed by the court of appeal, 3209 cases that were backlog were disposed of reducing case backlog at the high court by 26.7%
		Judiciary	Criminal CM (Target 1500/1500)	1,500	300,000	450,000,000	50,000,000	100,000,000	0		100,000,000	100,000,000		
		Judiciary	Criminal Division Backlog Cases (Target 992/992)	992	1,000,000	992,000,000	102,000,000	690,000,000	90,000,000	300,000,000	690,000,000	690,000,000		
		Judiciary	Criminal Circuits Backlog Cases (Target 1427/1427)	1,427	1,000,000	14,270,000	27,000,000	800,000,000	50,000,000	350,000,000	800,000,000	800,000,000		
MoG: 1.1.1.5	Purchase of motorcycles for process serving	MoGLSD/IC	Purchase of motorcycles for process serving	2	10,000,000	20,000,000	0	20,000,000	20,000,000		20,000,000	20,000,000		two motorcycles procured
DPP: 1.1.1.7	Case review and weeding out	DPP	Weeding out of cases in 17 regions (17 regions x 4 quarter x 2m)	68	2,000,000	136,000,000	0	136,000,000	36,000,000		136,000,000	136,000,000		3896 cases weeded out of the system in 17 regions
Sec: 1.1.3.1	Facilitation of DCC outreach and open days	Sectorwide	DCC outreach Programs	127	1,500,000	190,500,000	500,000	190,000,000	95,000,000	95,000,000	190,000,000	190,000,000		128 DCCs were supported to hold quarterly meetings
	Strategic Output 1.1.4 Capacity of Staff enhanced	Judiciary	Training of 4 Registrars in management and leadership skills.	4	30,000,000	120,000,000	0	120,000,000	0		120,000,000	120,000,000		Training undertaken
	Sub Total					7,369,500,000	45,750,000	4,823,750,000	4,750,000	1,568,249,805	4,805,093,967	4,786,250,000	18,843,967	
Strategic Intervention 1.2:	Strengthen business processes and information management systems					0	0		0		-	-		
Strategic Output 1.2.1:	Business processes reformed					0	0		0		-	-		
UPS: 1.2.3.1		UPS				0	0		0		-	-		
	Procure HF, VHF, and Mobile digital radio Communications system for central and Southern regions	UPS	Procure HF repeater + mast	4	35,000,000	140,000,000	0	140,000,000	40,000,000		140,000,000	140,000,000		Communication equipment procured, counterpart funding provided by GoU
		UPS	Procure ZETRON Command Centre	1	1,000,000,000	1,000,000,000	0	1,000,000,000	86,916,000	113,084,000	1,000,000,000	1,000,000,000		
		UPS	procure Micro Link/mast	10	7,133,400	71,334,000	0	71,334,000	71,334,000		71,334,000	71,334,000		
		UPS	procure VHF Repeater	5	25,500,000	127,500,000	0	127,500,000	27,500,000		127,500,000	127,500,000		
		UPS	Procure Motorola DP 480le	30	3,650,000	109,500,000	0	109,500,000	9,500,000		109,500,000	109,500,000		
		UPS	Procure DP 440le	50	3,295,000	164,750,000	0	164,750,000	64,750,000		164,750,000	164,750,000		
Jud: 1.2.3.2		Judiciary				0	0		0		-	-		
	Provide Network infrastructure, computers, court recording and Transcription system and CCTV Cameras	Judiciary	Equipping 3 Courts with Court Recording and Transcription	3	90,000,000	270,000,000	0	270,000,000	70,000,000		270,000,000	268,950,000	1,050,000	three courts were equipped with transcription equipment (Mubende, Gulu, Mbale)
Sec: 1.2.3.7	Training and capacity building	Sectorwide				0	0		0		-	-		
		Sectorwide	Capacity building program for 25 members of the JISC Technical	1	50,000,000	50,000,000	0	50,000,000	50,000,000		50,000,000	50,000,000		
Sec: 1.2.3.8		Sectorwide				0	0		0		-	-		
	Development of an enterprise information architecture (EIA) for systems integration	Sectorwide	Short-term Consultancy	1	50,000,000	50,000,000	0	50,000,000	50,000,000		50,000,000	-	50,000,000	
		Sectorwide	Validation workshop (to review the draft EIA)	1	10,000,000	10,000,000	0	10,000,000	10,000,000		10,000,000	-	10,000,000	
Sec: 1.2.3.9		Sectorwide				0	0		0		-	-		
	Development of technical requirements and standards/protocols for the implementation of systems integration													Activities were rolled over to 2020/21 due to interruptions of the procurement process due to the lock down

		Sectorwide	Short-term Consultancy	1	50,000,000	50,000,000	0	50,000,000	50,000,000		50,000,000	-	50,000,000	
	Development of technical requirements and standards/protocols for the implementation of systems integration	Sectorwide	Validation workshop (to review standards and protocols)	1	10,000,000	10,000,000	0	10,000,000	10,000,000		10,000,000	-	10,000,000	
Strategic Output 1.2.4 Supervision and M&E systems enhanced						0	0		0		-	-	-	
Jud: 1.2.4.2		Judiciary				0	0		0		-	-	-	
	Support establishment of a Statistical Unit in Judiciary to strengthen RPD in Data collection and Analysis.	Judiciary	Provision of computers, laptops, cameras, development of Statistical instrument and induction	1	100,000,000	00,000,000	0	100,000,000		100,000,000	100,000,000	100,000,000	-	statistical unit set up and equipped
		Sectorwide	PPU Forum Capacity building (per quarter)	3	40,000,000	20,000,000	0	120,000,000		120,000,000			-	
	PPU support to M&E, data collection and report writing	Sectorwide	MojCA, Judiciary, ODPP, MIA, UPS, NIRA] (4qtrs x 7 MDAs x 45)	28	10,000,000	80,000,000	0	280,000,000	80,000,000		280,000,000	280,000,000	-	JLOS institutions were facilitate to collect data on a quarterly basis . Data capture and collation has greatly improved as well as the timing
		Sectorwide	Data collection, M&E [DGAL, LDC, UHRC, ULRC, DCIC, JSC] (4qtrs x 6 MDAs x 10m)	24	5,000,000	20,000,000	0	120,000,000	20,000,000		120,000,000	120,000,000	-	
		Sectorwide	Conduct quarterly joint monitoring and inspection	4	60,000,000	40,000,000	40,000,000	100,000,000	00,000,000		100,000,000	88,000,000	12,000,000	
Mol: 1.2.4.6	Enhance quality assurance and ensure value for money of SWAP fund	MojCA/FA				0	0		0		-	-	-	
		MojCA/FA	Support Supervision	4	25,000,000	00,000,000	50,000,000	50,000,000		50,000,000	50,000,000	50,000,000	-	
Sec: 1.2.5.1		Sectorwide				0	0		0		-	-	-	
	Rollout Sema app to track customer satisfaction to JLOS services at 100 services points	Sectorwide	100 services point (@ \$600)	100	2,280,000	28,000,000	0	228,000,000	28,000,000		228,000,000		228,000,000	
	Pilot Justice to people application in the chain of justice	Sectorwide	consultancy	1	50,000,000	50,000,000	0	50,000,000	50,000,000		50,000,000	-	50,000,000	This activity was rolled over due to need for approval on direct procurement
	Sub total				3,291,084,000	90,000,000		3,101,084,000	18,000,000	383,084,000	2,981,084,000	2,570,034,000	411,050,000	
Strategic Intervention 1.3: Deconcentrate service delivery to county level by 2021						0	0		0		-	-	-	
Strategic Output 1.3.1 Functional JLOS infrastructure and services established country wide						0	0		0		-	-	-	
Jud: 1.3.1.1	Construction of Courts and ICT Offices	Judiciary				0	0		0		-	-	-	
		Judiciary	Construction of 3 Chief Magistrate Courts in Butambala, Mayuge and Kamwenge	3	850,000,000	50,000,000	0	2,550,000,000	50,000,000	900,000,000	2,550,000,000	2,550,000,000	-	construction of three centres is on going the balance on account relates to retention
		Judiciary	Expansion of Mukono High Court premises	1	1,500,000,000	00,000,000	0	1,500,000,000	00,000,000	500,000,000	1,500,000,000	1,500,000,000	-	contract signed and site handed over to the contractor. Funds fully committed
Sec: 1.3.2.2	Support to the Construction of JLOS House	Sectorwide				0	0		0		-	-	-	
		Sectorwide	Construction	1	10,000,000,000	00,000,000	00,000,000		0		-	-	-	
DPP: 1.3.2.5	Construction of Justice Centers in Kyegegwa	DPP	Construction of Justice Centers in Kyegegwa	1	1,700,000,000	00,000,000	0	1,700,000,000	05,564,800	694,435,200	1,700,000,000	1,700,000,000	-	Funds fully committed and construction is on going
Jud: 1.3.2.6	Construction of Justice Centers in Kibale	Judiciary	Construction of Justice Centers in Kibale	1	1,700,000,000	00,000,000	00,000,000		0		-	-	-	
Jud: 1.3.2.3	Construction of Justice Centers in Kole,	Judiciary	Construction of Justice Centers in Kole,	1	1,700,000,000	00,000,000	0	1,700,000,000	00,000,000	700,000,000	1,700,000,000	1,700,000,000	-	contract signed and site handed over to the contractor. Funds fully committed
Sec: 1.3.2.4	Construction of Justice Centers in Rakai	UPF	Construction of Justice Centers in Rakai	1	1,700,000,000	00,000,000	00,000,000		0		-	-	-	
	Sub total				20,850,000,000	00,000,000		7,450,000,000	55,564,800	2,794,435,200	7,450,000,000	7,450,000,000	-	
Strategic Intervention 1.4: Strengthen Justice for children						0	0		0		-	-	-	
Strategic Output 1.4.1 Child friendly services enhanced						0	0		0		-	-	-	
DPP: 1.4.1.1	Creation of child friendly spaces in ODPP Regional Offices	DPP				0	0		0		-	-	-	
		DPP	Creation of child friendly spaces in ODPP Regional Offices	4	50,000,000	00,000,000	0	200,000,000	00,000,000		200,000,000	200,000,000	-	4 child friendly centres created and equipped in regional offices of Mbarara, Masaka, Jinja and Gulu
UPF: 1.4.1.1	Equip 8 selected child centres with mattresses, blankets and sanitary towels.	UPF				0	0		0		-	-	-	
		UPF	Beds	40	500,000	20,000,000	0	20,000,000	20,000,000		20,000,000	20,000,000	-	
		UPF	Blankets.	80	70,000	5,600,000	0	5,600,000	5,600,000		5,600,000	5,600,000	-	
08child centres equipped														

		UPF	Sanitary towels.	2,000	5,000	10,000,000	0	10,000,000	10,000,000		10,000,000	10,000,000	-	
UPF: 1.4.1.3	Establishment Of A Child/ Victim Friendly Environment At CID Headquarters (Temporary Shelter)	UPF				0	0		0		-	-	-	
		UPF	Shelter/ Friendly Environment At CID Hqtrs	1	50,400,000	50,400,000	0	50,400,000	50,400,000		50,400,000	-	50,400,000	
Strategic Output 1.4.2 Capacity for duty bearers and institutions in child justice enhanced						0	0		0		-	-	-	
DPP: 1.4.2.1	Strengthen capacity of prosecutors in handling children cases	DPP	Development of prosecutor guidelines on diversion of children in conflict with the law	1	40,000,000	40,000,000	0	40,000,000	40,000,000		40,000,000	-	40,000,000	
NIR: 1.4.2.1	Equipping of district Birth Registrars with Motorcycles to facilitate timely registration of births and deaths that occur within the communities and the subsequent issuance of birth certificates across the different communities	NIRA	Procurement of motorcycles	25	10,000,000	50,000,000	0	250,000,000	50,000,000		250,000,000	250,000,000	-	25 motorcycles proceord to support distrct registrars in timely birth registration
Strategic Output 1.4.3 Disposal of child related cases fast tracked at all levels of the justice chain						0	0		0		-	-	-	
DPP: 1.4.3.1	Special sessions for child related cases	DPP	High Court special sessions for children (4 sessions)	160	500,000	80,000,000	0	80,000,000	80,000,000		80,000,000	80,000,000	-	
		DPP	Magistrate court special sessions for children (4 sessions)	160	500,000	80,000,000	0	80,000,000	80,000,000		80,000,000	80,000,000	-	412 Juvenile backlogged cases disposed of
		DPP												
Jud: 1.4.3.1	Special sessions for child offenders to decongest remand homes	Judiciary				0	0		0		-	-	-	
		Judiciary	CM - Special sessions for child related cases (target 80)	80	300,000	24,000,000	0	24,000,000	10,000,000	14,000,000	24,000,000	24,000,000	-	
		Judiciary	High Court- special sessions for child related cases(target 80	400	500,000	00,000,000	0	200,000,000	00,000,000	100,000,000	200,000,000	200,000,000	-	412 Juvenile backlogged cases disposed of
Sec: 1.4.3.1	Implement J4C	Sectorwide				0	0		0		-	-	-	
		Sectorwide	Monthly support to 6 J4C coordinators	72	4,000,000	88,000,000	0	288,000,000	28,000,000	60,000,000	288,000,000	288,000,000	-	6 J4C coordination centres operational in addition to 9 supported by unicef
MoG: 1.4.4.1		MoGLSD/Juv				0	0		0		-	-	-	
	Contruction of Moroto Regional Remand Home (2nd phase) and Kabale Regional Remand Home (2nd phase)	MoGLSD/Juv	Construction of Moroto Regional Remand Home (Phase 2)	1	1,000,000,000	00,000,000	0	1,000,000,000	00,000,000	500,000,000	1,000,000,000	1,000,000,000	-	construction is on going and funds are fully committed
MoG: 1.4.4.2	Contruction of Masindi Regional Remand Home (1st phase)	MoGLSD/Juv		1	750,000,000	50,000,000	0	750,000,000	50,000,000		750,000,000	750,000,000	-	contract signed and site handed over to the contractor. Funds fully committed
		MoGLSD/Juv	Contractor	1			0		0		-	-	-	
Subtotal						2,998,000,000	0	2,998,000,000	24,000,000	674,000,000	2,998,000,000	2,907,600,000	90,400,000	
Strategic Intervention 1.5: Strengthen access to legal aid services						0	0		0		-	-	-	
Strategic Intervention 1.6: Strengthen measures to effectively and efficiently prevent and respond to crime.						0	0		0		-	-	-	
Strategic Output 1.6.1 Crime fighting agencies strengthened						0	0		0		-	-	-	
UPF: 1.6.1.2	Investigation of 5000 SGBV cases.	UPF				0	0		0		-	-	-	
		UPF	Facilitation for investigators.	5,000	50,000	50,000,000	0	250,000,000	50,000,000		250,000,000	250,000,000	-	police faciliated and investigated 4985 SGBV cases
		UPF	Facilitation for witnesses.	5,000	25,000	25,000,000	0	125,000,000	25,000,000		125,000,000	125,000,000	-	and faciliated witnesses
UPF: 1.6.3.11	Improved recovery of evidence in 30% of reporte SGBV cases	UPF				0	0		0		-	-	-	
		UPF	Acquire sexual assault kits	1,000	185,000	85,000,000	0	185,000,000	85,000,000		185,000,000	185,000,000	-	sexual assault exhibit collection kits procured
UPF: 1.6.3.3	Procure 50 scene of crime (SOCO) kits.	UPF				0	0		0		-	-	-	
		UPF	Complete sets of soco kits.	10	13,500,000	35,000,000	0	135,000,000	35,000,000		135,000,000	135,000,000	-	10 soco kits procured
		UPF	Customised motorcycles for District SOCOs	30	10,000,000	00,000,000	0	300,000,000	65,000,000		300,000,000	300,000,000	-	30 motorcyles procured
Strategic Output 1.6.4 Neighbourhood watch programmes and community policing enhanced						0	0		0		-	-	-	
Sub total						995,000,000	0	995,000,000	0,000,000	0	995,000,000	995,000,000	-	
Strategic Intervention 1.7: Stakeholders empowerment and enhanced access to legal information						0	0		0		-	-	-	
UPF: 1.8.2.2	Sensitization and building capacity of UPF officers on Rights of Refugees, Vulnerable groups and Gender Responsive Policing in 4 refugee host Communities	UPF				0	0		0		-	-	-	
		UPF	Facilitators inland travel.	65	130,000	8,450,000	0	8,450,000	8,450,000		8,450,000	8,450,000	-	
		UPF	Hall hire and equipment.	4	500,000	2,000,000	0	2,000,000	2,000,000		2,000,000	2,000,000	-	
sensitisation conducted														

		UPF	Meals and refreshments.	100	130,000	13,000,000	0	13,000,000	13,000,000		13,000,000	13,000,000	-	
		UPF	Stationary.	80	10,000	800,000	0	800,000	800,000		800,000	800,000	-	
		UPF	Transport refund.	80	50,000	4,000,000	0	4,000,000	4,000,000		4,000,000	4,000,000	-	sensitisation conducted
<i>Strategic Output 1.8.4 Justice needs of vulnerable groups including refugees addressed</i>														
Jud: 1.8.4.1		Judiciary				0	0		0			-	-	
	Justice needs of vulnerable groups including refugees addressed (West Nile, Acholi, Mbarara, Bunyoro and Central)	Judiciary	5 High Court specialised sessions conducted Target 20 Cases	5	24,000,000	20,000,000	0	120,000,000	48,000,000	72,000,000	120,000,000	72,000,000	48,000,000	three sessions were conducted while two others are currently on going in Mbarara Nakivale refugee camp
		Judiciary	Mobile Courts for refugees and host communities	4	200,000,000	00,000,000	00,000,000	600,000,000	00,000,000	260,000,000	460,000,000	371,159,200	88,840,800	mobile courts conducted in 8 refugee settlement and host communities
LDC: 1.8.4.1		LDC				0	0		0		-	-	-	
	Purchase computers and software for the visually impaired students	LDC	purchase computers for visually impaired students	6	5,000,000	30,000,000	0	30,000,000	30,000,000		30,000,000	30,000,000	-	procured and delivered
		LDC	Purchase screen reader software for visually impaired students	6	7,000,000	42,000,000	0	42,000,000	42,000,000		42,000,000	42,000,000	-	procured and delivered
	sub total				1,020,250,000	00,000,000		820,250,000	8,250,000	332,000,000	680,250,000	543,409,200	136,840,800	
<i>Strategic Intervention 1.9: Strengthen transitional justice and informal justice processes</i>														
<i>Strategic Output 1.9.1 Local council courts I&II established and strengthened</i>														
Jud: 1.9.1.1		Judiciary				0	0		0		-	-	-	
	Mentoring and supervision support of LC Courts by Chief Margistrates	Judiciary	Supervision meetings of LC Courts by Chief Magistrates	48	5,250,000	52,000,000	47,000,000	105,000,000		105,000,000	105,000,000	105,000,000	-	
		MoLG	Fuel, Perdiem, transport refund, stationary, meals and refreshments	704	1,500,000	56,000,000	06,000,000	450,000,000	50,000,000	200,000,000	450,000,000	450,000,000	-	
		MoLG	Computers + Filing Cabinets	86	3,500,000	01,000,000	0	301,000,000	01,000,000		301,000,000	301,000,000	-	92 filing cabinets and 86 computers procured for desk officers
MoL: 1.9.1.14	Local council courts handbook printed	MoLG				0	0		0		-	-	-	
		MoLG	Printing	20,000	8,000	60,000,000	0	160,000,000	60,000,000		160,000,000	160,000,000	-	21000 hand books printed for distribution to LCC
<i>Strategic Output 1.9.2 Transitional justice mechanisms strengthened</i>														
DPP: 1.9.2.1		DPP				0	0		0		-	-	-	
	Prosecution and outreach programs for 4 war crimes cases	DPP	Prosecution of 4 cases	4	200,000,000	00,000,000	00,000,000	400,000,000	00,000,000	100,000,000	400,000,000	400,000,000	-	trial of (10)(2e) on going
		DPP	Outreach program to victims of war in Western, Eastern and Northern Uganda	3	80,000,000	40,000,000	0	240,000,000	40,000,000		240,000,000	240,000,000	-	out reach undertaken
Sec: 1.9.2.1		MIA/AC				0	0		0		-	-	-	
	Impact assessment on the amnesty integration process	MIA/AC	Consultancy	1	150,000,000	50,000,000	0	150,000,000	50,000,000		150,000,000	150,000,000	-	consultant procured and draft report ready for validation
Sec: 1.9.2.2	Implementation of the Transitional Justice Policy	Sectorwide				0	0		0		-	-	-	
		Sectorwide	Outreach programmes	1	200,000,000	00,000,000	0	200,000,000	00,000,000		200,000,000	200,000,000	-	outreaches conducted
Jud: 1.9.2.1		Judiciary				0	0		0		-	-	-	
	Prosecutions of international crimes that have been in the system for over two (2) years	Judiciary	Disposal of International crimes	4	200,000,000	00,000,000	00,000,000	400,000,000	00,000,000	200,000,000	400,000,000	400,000,000	-	trial of (10)(2e) and (10)(2e) on going
		Judiciary	outreach	4	80,000,000	20,000,000	0	320,000,000	00,000,000	220,000,000	200,000,000	200,000,000	-	out reach undertaken
Sec: 1.9.2.3	Capacity building for duty bearers in collaboration with IICI @Euro 100,000	Sectorwide				0	0		0		-	-	-	
		Sectorwide	training and exposure	100,000	4,200	20,000,000	0	420,000,000	0		-	-	-	
	subtotal				4,699,000,000	53,000,000		3,146,000,000	1,000,000	825,000,000	2,606,000,000	2,606,000,000	0	
	Outcome total				41,422,834,000	88,750,000		23,334,084,000	1,564,800	6,576,769,005	22,515,427,967	21,858,293,200	657,134,767	
<i>Outcome 2: Observance of Human Rights and Fight Against Corruption Promoted</i>														
<i>Strategic Intervention 2.3: Enhance efficiency and effectiveness of JLOS Institutions to fight corruption</i>														
<i>Strategic Output 2.3.1 Anti-corruption laws updated & enforced</i>														
DPP: 2.3.1.1		DPP				0	0		0		-	-	-	
	Prosecution-led-investigations and prosecution of corruption cases	DPP	Recovery of proceeds of crime (hiring valuers, financial analysts, court bailiffs & asset tracing)	10	10,000,000	00,000,000	0	100,000,000	00,000,000		100,000,000	100,000,000	-	asset tracing in 10 cases was undertaken
		DPP	Prosecution-Led-Investigations and prosecution of corruption cases	40	10,000,000	00,000,000	00,000,000	200,000,000	20,000,000	80,000,000	120,000,000	200,000,000	(80,000,000)	61 cases prosecuted with 74% conviction rate

ULR: 2.3.1.1	Developing legislation to recover proceeds of crime	ULRC							0			-	-	-	
		ULRC	Technical group working me	5	3,000,000	15,000,000	0	15,000,000	15,000,000		15,000,000	15,000,000	-		
		ULRC	Validation meetings	1	30,000,000	30,000,000	0	30,000,000		30,000,000		-	-		
		ULRC	Data analysis and report writ	1	10,000,000	10,000,000	0	10,000,000		10,000,000		-	-		
		ULRC	Research Assistant	1	24,000,000	24,000,000	0	24,000,000	24,000,000		24,000,000	24,000,000	-		draft report prepared
		ULRC	Stakeholder constultations	4	10,000,000	40,000,000	0	40,000,000	40,000,000		40,000,000	40,000,000	-		awaiting commission
Strategic Output 2.3.3 JLOS anti-corruption strategy customerized & implemented in all institutions							0	0	0		-	-	-		approval
Sec: 2.3.3.1	JLOS annual anti-corruption forum	Sectorwide					0	0	0		-	-	-		
		Sectorwide	facilitating the JLOS anti-corruption forum	1	50,000,000	50,000,000	0	50,000,000	50,000,000		50,000,000	50,000,000	-		national anti corruption forum
Moj: 2.3.3.2		MojCA/FA					0	0	0		-	-	-		
	Conduct quarterly audits of JLOS funded activities by MoJCA Internal Audit Unit	MojCA/FA	Fuel (250ltrs x 5regions x 4 qtrs)	3,000	3,500	10,500,000	0	10,500,000	2,625,000	7,875,000	10,500,000	10,500,000	-		quartely interanl audits
		MojCA/FA	Per diem (5pax x 4qtrs x 12days)	240	120,000	28,800,000	0	28,800,000	28,800,000		28,800,000	28,800,000	-		undertaken and reports shared
Jud: 2.3.4.1		Judiciary	Training of Judicial Officers on managing Cyber Crime and Electronic cases to equip 25 Judges	1	40,000,000	40,000,000	0	40,000,000	40,000,000		40,000,000	-	40,000,000		trained was delayed due to lock down
		Judiciary					0	0	0		-	-	-		
Jud: 2.3.4.3	Disposal of 58 Backlog Cases in the Anti corruption Division	Judiciary	Anti Corruption Backlog Cases(Target 58/58)	58	5,000,000	90,000,000	90,000,000	200,000,000	20,000,000	80,000,000	200,000,000	200,000,000	-		61 cases disposed with 74% conviction rate
	sub total				1,038,300,000	90,000,000	748,300,000	0,425,000	207,875,000	628,300,000	668,300,000	-40,000,000			
	Outcome total				1,038,300,000	90,000,000	748,300,000	0,425,000	207,875,000	628,300,000	668,300,000	-40,000,000			
Outcome 3: Commercial Justice and the Environment for Competitiveness Strengthened							0	0	0		-	-	-		
Strategic Intervention 3.1: Reform, enforce and update laws to promote competitiveness and regional integration							0	0	0		-	-	-		
Strategic Output 3.1.1 New and emerging areas of commercial justice proposed for legislation.							0	0	0		-	-	-		
Strategic Output 3.1.5 Commercial laws enforced							0	0	0		-	-	-		
URS: 3.1.5.2		URSB					0	0	0		-	-	-		
	Strengthening Compliance and Enforcement using Statutory provisions	URSB	Printing of Compediums of Commercial laws used in registration	80	1,000,000	80,000,000	0	80,000,000	80,000,000		80,000,000	80,000,000	-		compendium prepared and printed
	sub total				80,000,000	0	80,000,000	80,000,000	0	80,000,000	80,000,000	-			
Strategic Intervention 3.2: Strengthen business registries							0	0	0		-	-	-		
Strategic Output 3.2.2 Business registries Automated							0	0	0		-	-	-		
NIR: 3.2.2.1		NIRA					0	0	0		-	-	-		
	Digitization of NIRA, Births, Deaths and Adoption Order Registration (BDAR) registry	NIRA	Scanning of existing documents	1	95,000,000	95,000,000	0	95,000,000	95,000,000		95,000,000	95,000,000	-		scanning is on going
		NIRA	Solution Specification	1	300,000,000	00,000,000	0	300,000,000	00,000,000		300,000,000	300,000,000	-		procurememnt completed
URS: 3.2.2.3	Digitalization of all Official Receiver documents	URSB	Firm hire	1	380,000,000	80,000,000	0	380,000,000	80,000,000		380,000,000	380,000,000	-		procurement of consultant concluded
URS: 3.2.2.6	System development for Electronic Chattels Registry	URSB					0	0	0		-	-	-		
		URSB	Data Center Power Solution Upgrade	1	51,750,000	51,750,000	0	51,750,000	51,750,000		51,750,000		51,750,000		Chattels electronic registry is fully operational
		URSB	Tape Library for Main Site - Only	1	27,600,000	27,600,000	0	27,600,000	27,600,000		27,600,000		27,600,000		
		URSB	Data Center Maintenance (Chattels Hosting Environment)	1	206,250,000	06,250,000	0	206,250,000	06,250,000		206,250,000	206,250,000	-		
		URSB	Integration Layer Router	1	60,000,000	60,000,000	0	60,000,000	60,000,000		60,000,000	60,000,000	-		
		URSB	Licenses Renewal for chattels (MSSQL Server, SS	1	130,000,000	30,000,000	0	130,000,000	30,000,000		130,000,000	129,159,575	840,425		
		URSB	Network Switching Equipement	4	40,000,000	60,000,000	0	160,000,000	60,000,000		160,000,000	139,432,773	20,567,227		
		URSB	Port Server Console KVM Switch Primary & DR Site	2	24,150,000	48,300,000	0	48,300,000	48,300,000		48,300,000	32,113,691	16,186,309		
		URSB	Windows Server 2012 - Data Centre Edition for Virtualisation - Virtual Hosts	1	63,825,000	63,825,000	0	63,825,000	63,825,000		63,825,000	63,825,000	-		
		URSB	Windows Server 2012 - Standard Edition for Virtual Machines (VM)	1	9,399,756	9,399,756	0	9,399,756	9,399,756		9,399,756	9,399,756	-		
URS: 3.2.4.14		URSB					0	0	0		-	-	-		
	Sensitization on ease of doing business reforms and compliance	URSB	Pull-outs on promoting doing Business reforms	6	10,000,000	60,000,000	0	60,000,000	60,000,000		60,000,000	59,783,500	216,500		sensitisation conducted using both print and electronic media
		URSB	Radio talk shows	8	3,000,000	24,000,000	0	24,000,000	24,000,000		24,000,000	24,000,000	-		
		URSB	T.v talk shows	8	10,000,000	80,000,000	0	80,000,000	80,000,000		80,000,000	76,494,452	3,505,548		
URS: 3.2.4.14		URSB	20 media activations on Chattels (10 in 5 divisions of Kampala, 10 in regions east, east, north & westnile for 4 months) - 4,000,000 * 20 * 2	40	4,000,000	60,000,000	0	160,000,000	60,000,000		160,000,000	159,717,060	282,940		sensitisation on the chattels registry undertaken for various stakeholders and the public

		URSB	Outdoor Chattels advertising on matatus in Kampala divisions, Western, Eastern, Northern and West Nile regions for 6 months	50	3,000,000	50,000,000	0	150,000,000		150,000,000	150,000,000	149,714,465	285,535	
	sub total				2,006,124,756	0	2,006,124,756	6,124,756	150,000,000	2,006,124,756	1,884,890,272	121,234,484		
Strategic Intervention 3.3: Strengthen commercial and land dispute resolution institutions and processes						0	0	0		-	-	-		
Strategic Output 3.3.1 Case management systems enhanced						0	0	0		-	-	-		
Jud: 3.3.1.1		Judiciary	Procure a projector set	4	25,000,000	00,000,000	0	100,000,000		100,000,000	100,000,000	100,000,000		procured for commercial court
	Fastrack mortgages and infrastructural related Cases to ease competitiveness in doing business.	Judiciary	Commercial Court(Target 1000/2794)	1,500	500,000	50,000,000	00,000,000	250,000,000	25,000,000	125,000,000	250,000,000	250,000,000		689 cases disposed reducing case backlog to 18.9%
		Judiciary	Land Circuits(Target 988/988)	988	500,000	94,000,000	44,000,000	250,000,000	23,000,000	127,000,000	250,000,000	223,000,000	27,000,000	were disposed of in the land
		Judiciary	Land Div Cases (Target 1000/2431)	1,000	500,000	00,000,000	00,000,000	200,000,000	05,000,000	95,000,000	200,000,000	105,000,000	95,000,000	division and circuits reducing backlog by 32%
Jud: 3.3.1.2	Procure a projector for Digital presentation of e-evidence in order to shorten trials in the Commercial Division.	Judiciary	Procure a projector set	4	25,000,000	00,000,000	0	100,000,000	00,000,000	100,000,000	100,000,000	100,000,000		-
Jud: 3.3.1.4	Conduct research to review pecuniary Jurisdiction in commercial, land justice and small claims to enhance access to Justice and ease competitiveness	Judiciary	Research	1	50,000,000	50,000,000	0	50,000,000		50,000,000				proposal for review of jurisdiction in small claims under consideration by the rules committee
Jud: 3.3.2.2	Small Claims Procedure rolled out	Judiciary	Rollout of small claims procedure to 6 courts per Quarter	4	42,000,000	68,000,000	0	168,000,000	45,090,000	122,910,000	168,000,000	168,000,000		procedure rolled out in 22 additional courts bring the number of courts to 97
Strategic Output 3.3.3 Capacity of duty bearers in commercial and Land justice built						0	0	0		-	-	-		
Jud: 3.3.3.1		Judiciary	Prepare Training manual in SCP training	1	20,000,000	20,000,000	0	20,000,000		20,000,000	20,000,000	20,000,000		training manual prepared
	Capacity of duty bearers in Small Claims Procedure and Alternative Dispute Resolution built	Judiciary	training to inculcate knowledge and skills to Judicial Officers. 120	120	600,000	72,000,000	0	72,000,000		72,000,000	72,000,000	72,000,000		126 judicial officers trained in small claims procedure
	sub total				2,254,000,000	44,000,000	1,210,000,000	8,090,000	811,910,000	1,160,000,000	1,038,000,000	122,000,000		
	Outcome total				4,508,000,000	88,000,000	3,296,124,756	4,214,756	961,910,000	3,246,124,756	3,002,890,272	243,234,484		
Prog Mgt: Programme Management (Secretariat)								0		-	-	-		
Strategic In	Continous Professional development	Program Mgt	Training and proffessional development	5	75,000,000	75,000,000	25,000,000	150,000,000		150,000,000	150,000,000	125,000,000	25,000,000	4 staff trained as part of continous proffessional development
Sec: 4.2.5.1	Strenthgening JLOS financial management function	Sectorwide	Internal audit compliance fuel - field visits, capacity building	4	25,000,000	00,000,000	0	100,000,000	00,000,000		100,000,000	100,000,000		internal audit committee fully operational and capacity building was undertaken
	sub total				475,000,000	25,000,000	250,000,000	00,000,000	150,000,000	250,000,000	225,000,000	25,000,000		
						0	0	0		-	-	-		
	Grand Total				47,444,134,000	91,750,000	27,628,508,756	6,204,556	7,896,554,005	26,639,852,723	25,754,483,472	885,369,251		

	NOTE	UGX	
A)	Total ENK Budget	27,628,508,756	2,384,000
B)	Total amount released by ENK	26,639,852,723	2,758,561
C)	Expenditure	25,754,483,472	10,374,561
	unspent balance	885,369,251	

JUSTICE LAW AND ORDER SECTOR

ANNUAL REPORT ON EKN SUPPORT 2019/2020

1. GENERAL BACKGROUND

The Justice Law and Order Sector (JLOS) Annual Report 2019/20 under the EKN component provides information on the performance of the sector in the Financial Year 2019/20. It is the 3rd such report under the Fourth Sector Development Plan (SDPIV). Under the SDPIV, the priority is on empowering the people: building trust and upholding rights. The SDPIV is severally funded and among donors of the SDPIV is the Government of the Kingdom of the Netherlands that signed an arrangement with the Government of Uganda to provide a grant of 17million Euro, towards case backlog reduction, strengthening the sector capacity to promote justice for children, enhancing access to justice for refugees, reducing gender based violence, promoting transitional justice and commercial justice reform. With this support, JLOS is strengthening mechanisms for delivering citizen-centered access to justice and implementing strategies to meet the justice needs that the people in Uganda face on a daily basis.

The performance against the baseline and progress towards the 2021 targets is shown in the table1 below.

Table 1 performance against the baseline and progress towards the 2020 targets

GOAL: TO PROMOTE THE RULE OF LAW Impact level Indicators	Baseline 2016	Performance 2019/20	Target 2020/2021
1. <i>Public satisfaction with JLOS services</i>	72%	76% ¹	78%
2. <i>Public trust in the Justice system</i>	49%	59% ²	55%
3. <i>Index of Judicial Independence</i>	3.41	3.42	3.8
4. <i>Status of accreditation of UHRC</i>	A	A	A

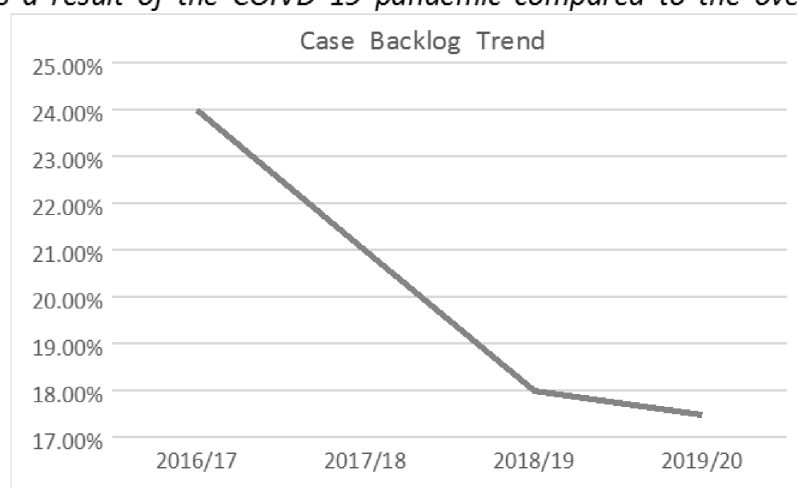
2. CASE BACKLOG ELIMINATION

Case management continued to improve following adoption of the case backlog strategy and as a result there was a reduction in case backlog from a baseline of 24% in 2016 to

¹ Family justice in Uganda 2017-HiLL, based on rating of solutions provided by dispute resolution institutions ie 3.8 on a scale of 1to 5

² State of access to justice report 2017- L ASPNET

18.2% in 2019/20. This could have been better if there was no lockdown for most of the 2nd half of the FY 2019/20. Despite the country wide lockdown, over 130,000 cases were disposed leading to a reduction in the time taken to dispose cases from 1094 days in 2016 to 794 days as well as a reduction in average length of stay on remand to 17.9 months for persons charged with capital offences. The impact of this performance has manifested in the reduction of remand prisoners from 54% in 2016 to 46.6% in December 2019. With improving case management systems in JLOS institutions the Judiciary disposed of 130,896 cases in the Year 2019/20 despite the country wide lock down for most of the second half of the financial year 2019/20 as a result of the COIVD 19 pandemic compared to the over 173,000 cases disposed in 2018/19. Suffice to add that with the current Sector definition of backlog³, it is quite difficult to have realistic targets since there are cases that graduate into the case backlog bracket every day. As a result, such cases could displace older cases in the cause listing in future since they are in effect regarded as backlog. It



It would be worthwhile to reconsider the definition of backlog. If possible, provide a cut-off date and address those cases within that cut-off date for affirmative action. During planning the cases targeted should be specified to ease monitoring and ensure that budgeted funds are only applied to the cases as programmed. Currently, other than indicating the total number of cases to be disposed as per the work plan the specific targeted cases are not specified.

Table 2 performance indicators

Outputs Performance Indicators	Baseline	Performance			Target
	2016	2017/18	2018/19	2019/20	2021
Case clearance rate	95.2%	96%	91%	90%	98%
Average length of stay on remand overall	10.5	10.5	10.4	9.5	9
Average Time taken(days) to dispose of cases		810	969	794	450
Supreme court				846	
Court of appeal				1400	
High Court				653	
Magistrates courts				278	

Table 3 Case Disposal by level of Court 2019/20

³ Case backlog in Uganda is defined as cases that have been pending for two or more years.

<i>Court Level</i>	<i>Brought Forward</i>	<i>Registered</i>	<i>Completed</i>	<i>Pending</i>	<i>Disposal Rate (%)</i>	<i>Clearance Rate (%)</i>
<i>Supreme Court</i>	383	173	94	462	17	54
<i>Court of Appeal</i>	7,214	1,308	975	7,547	11	75
<i>High Court (Divisions & Circuits)</i>	60,316	25,081	17,083	68,330	20	68
<i>Chief Magistrates' Courts</i>	44,227	97,501	79,906	61,822	56	82
<i>Magistrates Grade I Courts</i>	16,836	33,478	30,907	19,407	61	92
<i>Magistrates Grade II Courts</i>	917	2,002	1,904	1,015	65	95
Total	129,893	159,543	130,869	158,583	45	82

The Sector continued to close gaps and ensure the presence of the right concentration of JLOS Services at all points of service delivery, where institutional physical presence gaps exist in a geographical location. As a result of the investments in 2018/19 and 2019/20 the number of districts with JLOS front line service points constructed is 84 which is a 105% performance against the 2021 target. Also, the districts with front line JLOS service points opened is 109 compared to the targeted 117 by 2021. This translates into a 93% performance against the 2021 target. The only challenge is the standardisation of JLOS services at district level, because mere presence of JLOS service points is not enough. The time is now that the service at district and regional levels are standardised and publicised to enable stakeholders know what is available at district level and what should be sought elsewhere. The Sector plans to share with stakeholders the de-concentration plan.

It is noted with concern that newer districts are accessing infrastructure faster compared to older districts for example Sheema as compared to Kamwenge. This is partly because newer districts are able to find land for such infrastructure compared to older districts. The Sector therefore needs to sequence and share the de-concentration plan to avoid over concentration of services in some areas.

2.1.2 System Strengthening

In order to deal with the problem of backlog and stop the growth of future backlog, the Sector also invested in interventions aimed at strengthening the system and fighting the growth of case backlog.

The Rules Committee of the Judiciary considered Sentencing Guidelines for Magistrates, Civil Procedure Rules for the High Court and lower courts. Rules on handling court cases of persons with disabilities were developed.

The review of rules of procedure for appellate courts and Development of the Bailiffs' rules was concluded. The revised rules will help in removing ambiguities and quicken the disposal of cases. In addition, the ODPP developed a Plea Bargain Manual to streamline procedures and processes to be followed by prosecutors during the plea bargain process.

DGAL developed and disseminated Guidelines for exhibit collection and handling, targeting institutional scientists and Scene of Crime Officers (SOCOs) in Police. This is aimed at improving the quality of the forensic investigations and analysis and to preserve the sanctity of the crime samples and exhibits collected.

The Sector continues to popularize the use of Prosecution-Led Investigations (PLI) initiative through trainings and creating public awareness. The guidelines focus on considering victims concerns, specifies their roles in prosecution as a way of increasing victim participation in court processes, and enhance case management. While addressing case backlog clearance in the FY 2019/20, the ODPP plea-bargained 1,941 criminal cases at the High Court and 125 cases at Magistrates Courts.

The ODPP applied plea-bargain approach to handle cases during COVID 19 lockdown as part of the efforts to enhance case management. To this end, plea- bargain sessions were conducted in Masindi, Nakasongola, Gulu, Mbarara and Masaka Districts.

Case backlog reduction was approached through collaborations at the sub-national, national, and international levels. At the national level, JLOS institutions meet through the DCCs and RCCs to identify bottlenecks and synergize for disposal of cases. A total of 241 DCC meetings and 34 RCC meetings were held in the reporting period that enhanced case clearance and conviction rate.

As per the work plan, DCCs and RCCs held open days and radio programmes in which they shared information with the public. The chain linked initiative remains the pivot on which the Sector operates for coordination and networking. It is against this background that the Sector continues to nurture the chain linked structures at both national and subnational levels. As result of the funding provided as shown in the table below, 238 District Chain-Linked Committee (DCC) meetings were held by the 127 operational DCC. This translates into about two meetings per DCC. Also 18 Regional Chain-Linked Committee (RCC) review meetings were held in the JLOS regions. In addition, 26 DCCs held open days in the reporting period. The regular operations (face-to-face DCCs meetings) were affected by the effects of the COVID-19 pandemic, however in pursuit of their coordination and collaboration mandate, DCCs across the country have continued meeting through online sources in order to identify local solutions to access to justice problems.

Reform of business processes, automation of case management systems, as well as strengthening institutional monitoring and evaluation systems, are critical factors in enhancing service delivery in the Sector. JLOS is committed to developing a sector-wide integration bus for information sharing starting with critical institutions such as NIRA and the frontline JLOS service institutions. The process of developing protocols for data sharing are being developed by the Sector Information Integration Committee that is chaired by the Minister of Justice and Constitutional Affairs. The level of automation of business processes

continues to increase following adoption of initiatives such as the use of mobile money platforms for payment of court fees, automation of searches in the company registry, the ongoing rollout of PROCAMIS, E-Visa, E-work permit and digitization of records by most JLOS institutions.

The Judiciary is finalising the design and development of the Electronic Court Case Management Information System (ECCMIS) which is meant to provide a robust solution for automation of Court processes including e-filing and e-payment of Court fees and fines. The ECCMIS Systems Requirements Specification (SRS) document and System Design Document (SDD) were approved and signed off. The Judiciary procured 4 High End Routers and 5 High End Network Switches to enhance the Judiciary LAN/WAN backbone infrastructure to effectively support the ECCMIS. In addition, the Judiciary procured 162 desktop computers and 27 laptops with their accessories and software for various users to support ECCMIS and installed LAN/WAN live equipment for the Chief Magistrates Courts of Moroto, Kisoro, Bushenyi, Rukungiri, Ntungamo, Wakiso, Nabweru, Mityana, Nakasongola and Iganga; and Magistrate Grade 1 Court Stations of Bugembe and Kakira) under Phase 1 to support the ECCMIS.

To facilitate e-Justice a Video Conferencing System was established at Luzira and Kitalya Mini Maximum Prison (Remote Site) which currently serves several courts⁴. Payment was made to an Internet Service Provider (ISP) for data connectivity-leased lines for Mukono, Mubende, Mpigi, Gulu, Lira and Arua High Courts, Family Division, Registry of Magistrates Affairs and Data Management; Chief Magistrates Courts - Kabale, Makindye and LDC G1 Court. Internet Modems were also purchased for Chief Magistrates Courts of; - Nabweru, Hoima, Kiboga, Iganga, Pallisa, Busia, Wakiso, Mpigi, Luwero, Nakasongola, Mityana Block 1, Mityana Block 2; Grade 1 Courts of - Kisoro, Mitooma, Ngora, Kumi, Adjumani, Yumbe, Paidha, Koboko, Isingiro, Kiruhura, Buhweju, Kyenjojo, Ibanda & Kamwenge. Further, the Judiciary paid annual subscription to the Digital Online Legal Research Data Base (LexusNexus) for 132 Judicial Officers and 18 Libraries. All in all, this will support internal communications via Judiciary Outlook, Supporting Judiciary Business Processes through File sharing and supporting the CCAS (Court Case Administration System).

The development of the software for the Prisoners' management information system is 90% complete; user training has also been conducted on the system. To cater for data storage, 20 computers, 03 heavy duty photocopiers were procured and distributed to Prisons Headquarters, units in KER and Kitalya Prison to aid records storage and automation.

3. REFUGEES

The Police conducted Community policing sensitization in the refugee settlement and receiving districts of Adjumani (163), Yumbe (123), Kikuube (98), Arua (50) and Kiryandongo (131) for a total of

(10)(2e)

Crimes Division, ///Chief Magistrates Courts of - iso, Luwero, Mpigi, Nabweru and Entebbe. The ga, City Hall, LDC, Nsangi, Kajjansi, Kasangati,

600 participants including 150 females and 450 males. To ensure continuity of community policing programme in the refugee settlements, the team trained/sensitized and oriented 160 The Head of community affairs interacts with refugees police officers in the settlement districts on crime prevention approaches; neighbourhood watch schemes; problem solving; police-public partnership; prevention of SBV; Community policing principles; and the legal framework of community policing in Uganda.

Sensitization and building capacity of UPF officers on rights of refugees, vulnerable groups and gender responsive policing in four refugee host communities was conducted. These included; Kyangwali in Kikuube district, Panyadoli–Kiryandongo district, Rwamwanja in Kamwenge Distict, Nakivale and Oruchinga in Isingiro District. This brought together a total of 147 officers from the respective settlements. Of which 16 were female and 131 were male officers.

The Sector through NIRA facilitated child protection through issuance of NIRA Birth Registration Certificates to 112,000 children aged less than 5 years across six refugee settlements and host communities of Kyangwali, Rwamanja, Lobule, Rhino Camp, Ayilo, Pagirinya. Birth Registration in the Refugee Settlements is ongoing. Engagements with the key refugee stakeholders in these settlements are ongoing and these include OPM and UNHCR to harmonize on the follow of activities. A number of refugee leaders (Refugee Welfare Councils) were also trained in Community Service in Imvepi Refugee settlement camp.

UHRC Monitored refugee settlements in selected refugee camps under Mbarara and Hoima, regional offices including; Nakivale, Oruchinga and Kyangwali. The monitoring visits, carried out in December 2019, were aimed at ascertaining the state of human rights for refugees in the country as well as following up on earlier visits by the regional offices. The human rights concerns that had been earlier noted included; limited access to clean water, inadequate food, violation of the right to health, right to education, right to justice among others. The monitoring teams were therefore provided with an update on what has been so far done to improve the human rights situation of the refugees.

During the reporting period, Court, conducted mobile refugee courts in Settlement Camps.

(10)(2e)

With regards to prosecution; the ODPP has handled fraud and corruption cases in the Refugee operations in Uganda with focus on the distribution of food, SGBV, human trafficking offences and allocation of land in the refugee settlement camps. These cases attracted a conviction rate of 62% and case dismissal of 20%.

Overall, there were a number of challenges were identified that hinder effective dispensation of Justice including cultural diversity, ignorance of the laws of the land, inadequate police manpower, Police knowledge gap on refugee issues, Police infrastructure, transport, and limited access to Court. The most prevalent crimes include; defilement, rape, GBV, early marriages, domestic violence, assaults, and theft.

3.1 Results at outcome and output levels + performance indicators

The biggest intervention in the refugee camps during the period was provision of policing services in the refugee camps. All the refugee camps and host communities have an operational police station/post. Also the sector intensified the frequency of mobile courts in refugee settlements.

Support to Legal Aid in Refugee settlements: ULS maintained permanent staff and presence to offer free legal services to refugees. Free legal services were offered to refugees through offices in:

- a) Arua to Refugee settlements in Bidibidi, Omugo, Rhino, Imvepi,
- b) Gulu Legal Aid Offices offered services in Palabek,
- c) Kabarole Legal Aid Office offered services in Kamwenge Refugee settlement,
- d) Kabale Legal Aid to Kisoro Bunagana border post and Nyakabande Refugee transit centre.

Legal representation was offered to 513 refugee cases during the Mobile Court sessions in refugee settlements.

4. COMMERCIAL JUSTICE AND THE ENVIRONMENT FOR COMPETITIVENESS.

The Sector continues to facilitate an enabling environment for productivity, investment and competitiveness through enhancing efficiency in settling of commercial disputes by supporting an efficient legal framework and thereby enhancing the ease of doing business. In the recently released Doing business report 2020, Uganda registered an improvement in the ease of doing business index to 60 from 57.06 in 2018 and 11 steps in ranking at 116 from position 127 in 2018. The 10 areas measured in the report include starting a business, dealing with construction permits, getting electricity, registering property, getting credit and protecting minority investors. Others are paying taxes, trading across borders, enforcing contracts, and resolving insolvency.

The sector engaged with the World Bank team for a clear understanding of the process and the need to publicize the reforms that have been implemented that the data collection team never considered. It also important to publicize the reforms.

The country's index is still higher than the sub-Saharan African region average which 51.61. The index of the efficiency of the legal framework improved to 3.84 from 3.8 and is expected to improve as the levels of automation increase in the case management system. It must be noted that Uganda's index ranks highest in the EAC region and maintaining the same is an achievement that the sector should ensure does not decline

Table 4 Outcome indicator Matrix

Indicator	Baseline	Performance	Performance	Target
	2016	2018/19	2019/2020	2021
Ease of doing business index (DTF)	57.7	56.94	60	63
Efficiency of the legal framework in settling disputes (index)	3.8	3.8	3.84	4.1

Source: World Bank doing business 2020

4.1.1 Reform and equipping of registries

The proportion of Ugandans with a national identity card has increased to 85% from 42% in 2016 as shown in table 5 for those that are eligible i.e. aged 16 years and older. This is attributed to continued capacity development of NIRA and government policy. NIRA is now opening registration centres in all sub counties thus taking services nearer to the people. The continued automation of URSB and the opening up of more regional offices has resulted in the reduction in the time taken to register a company from 2 days to 3hours. Business names other hand are registered instantly. Currently the level of automation of business registries is at 50%. Application and tracking of passports is online. Visa applications are processed on line. This was made possible through the procurement of ICT equipment, digitization of records at DCIC and improvement of the working environment.

Table 5 performance against indicators

Performance Indicators	Baseline	Performance			Target
	2016	2017/18	2018/19	2019/20	2021
Proportion of eligible Ugandans with a NID	45.2%	64.30%	69%	85%	85%
Time taken to register a business/company	2 days	3 hours	3 hours	3hours	8 hours
Level of automation of business registries	45%	45%	45%	50%	75%

The URSB developed the Electronic Chattels System by designing of a web-based Security Interest in Movable Property Registry. The registry is now operational. The Security Interest in Movable Property Registry System (SIMPRS) for Uganda was fully operationalized on 18th September 2019 and currently, the system has 37 registered users. The Electronic Chattels System allows secured creditors to register their security interests in movable assets online and provides financial institutions with a platform by which they can inform other lenders (and buyers of chattels) about their interest in a particular chattel. This reduces the risk that the buyer might fraudulently take a loan against the chattel or dispose of the chattel without informing the financial institution. The System also enables individuals and entrepreneurs to use un-utilized (or under-utilized) movable assets or chattels such as plant and machinery, accounts receivables, inventory, crops and livestock as well as intangible chattels such as patents, trademarks and intellectual property rights as collateral for accessing credit. Eventually, establishment of electronic chattels registry will address the challenge of sky rocketed interest rates due to high risks for lenders thus enhancing quality of credit portfolio through increased competitiveness in the financial market which eases doing business.

Industrial Property Automation System (IPAS) was upgraded to handle more functions, with enhanced storage capacity and integrated with relevant modules and deployments under the WIPO and ARIPO.

Digitalization of all Official Receiver documents: A Firm was contracted to perform documents sorting, rehabilitation, setting the digitalization platform and inter-linking the meta-data. Scanning, indexing, quality assurance and transfer of multiple documents to K-files for offsite storage commenced and is on-going. The service provider has so far scanned over 200,000 documents.

4.1.2 Disposal of commercial/land cases

To ensure commercial and land dispute resolution processes are efficiently and effectively realized by respective institutions, the Sector has put in place strategies such as case backlog reduction strategy; capacity building of duty bearers in commercial and land justice; and the roll-out of mediation and small claims to all courts.

Table 6 Performance indicators commercial and dispute resolution

Key performance indicators	Baseline 2016	Performance 2017/18	Performance rate 2018/19	Performance rate 2019/20	Target 2021
Clearance rate of land cases	77.1%	53%	77%	72%	98%
Clearance rate of commercial cases	71%	64%	94%	70%	98.7%

Source Judiciary CCAS

The Sector continues to implement the Case Backlog Reduction Strategy for Commercial and Land cases which encompasses activities such as case backlog reduction sessions, case management and ADR, fast tracking mortgages and infrastructural related cases to ease competitiveness in doing business, conducting research to review pecuniary jurisdiction in commercial, land justice and small claims, strengthening the public trustee role by reviving

Trust Causes for purposes of winding up hence reducing lead time and ensuring quality services delivered and inspection of estates.

Table 7 Commercial court case management

Particulars	BBF	Registered	Disposed	Pending
CC-Arbitration Causes	51	5	1	55
CC-Bankruptcy Petitions	24	-	-	24
CC-Civil Appeals	94	67	23	138
CC-Civil Revisions	9	-	-	9
CC-Civil Suits	2,505	1,360	975	2,890
CC-Mediation Cause	684	46	49	681
CC-Company Causes	3	-	-	3
CC-Miscellaneous Appeals	2	-	-	2
CC-Miscellaneous Applications	1,111	1,241	848	1,504
CC-Miscellaneous Causes	133	11	5	139
CC-Originating Summons	16	-	-	16
CC-Taxation Applications	63	-	-	63
Total	4,695	2,730	1,901	5,524

In the period under review, the Judiciary registered 14,142 Land cases and disposed of 10,240 Land cases. Case backlog reduction sessions targeting Commercial and Land matters at both High Court and Chief Magistrate Court level were conducted resulting into 1,901 Commercial Cases completed by the Commercial Division of the High Court which reflects 24% disposal rate of land cases in the system as indicated the table below.

Additionally, the Commercial Division of the High Court adjudicates over commercial disputes over UGX. 40,000,000 (Forty million shillings)

Table 8 Showing the Performance of Land Matters in the Judiciary during the FY2019/20.

Court Level	Brought Forward	Registered	Completed	Pending	Disposal Rate (%)	Clearance Rate (%)
High Courts (Divisions and Circuits)	16,184	6,241	3,404	19,037	15	55
Chief Magistrates' Courts	10,305	6,296	5,361	11,240	32	85
Magistrates Grade I Courts	2,736	1,605	1,475	2,866	34	92
Total	29,225	14,142	10,240	33,143	24	72

5. TRANSITIONAL JUSTICE (TJ)

The Sector is enhancing access to justice for especially the vulnerable, and rural communities through the use of transitional justice and (non) informal justice processes. This approach is cognisant of the fact that in post conflict communities both formal and non-formal justice processes are explored to address the justice needs of often vulnerable communities. While the use of the more formal LCC system is for the benefit of rural communities to address legal matters as courts of first instance and have proven to be a relief to the formal adjudicatory system. This reporting period, the Sector supported the

formal/legal establishment of the LCCs in Local Governments as well as building their capacity. In the area of transitional justice, the Sector realised a more progressive trial of war crimes cases as well as support to reintegration of ex-combatants and victim communities. With regards to the National Transitional Justice Policy, the Sector is in continued engagement with stakeholders to implement the Policy, is in the process of drafting the Transitional Justice Law, and disseminating the Policy, although this has received a serious setback due to the COVID-19 pandemic to the grass roots level.

The role of LCCs in access to justice in the rural communities cannot be over emphasized. Notably, the elections for the LCs at village and parish levels were successfully conducted in the previous reporting period. As a result 100% of LCC I and II Courts are now legally constituted. With the complete structure in place, it is expected that the performance of the LCCs shall greatly improve. It should however be noted that the members of the LCCs I and II need capacity building to enable them appreciate the principles of delivering justice.

The National Transitional Justice Policy (NTJP): The NTJP was finally approved on June 17, 2019. Cabinet directed the ^{wide dissemination and publication of the NTJ Policy, the Fast tracking of the legislation on NTJ Policy and the management of the transitional period between the implementation of the Policy and the enactment of the relevant laws on Transitional Justice. The Sector has since then developed} a road map to realize the directives.

In the reporting period, a Policy dissemination plan has been developed, copies of the Policy have been printed, soft copies of the Policy have been uploaded on the JLOS website, a drafting team has been constituted and is fast tracking the development of the Transitional Justice Bill. With regards to managing the transitional period between the enactment of relevant laws and implementation of the Policy, the Amnesty Act was extended for two more years and funding for Transitional justice is being maintained in the Sector annual work plans and the Budget Framework Paper (BFP) of the line Ministries and support to non JLOS institutions to embrace planning for Transitional Justice.

Demobilisation, resettlement, reintegration, and rehabilitation: As part of the Sector contribution to post conflict justice, resources were provided to the Amnesty Commission to support the demobilisation, reintegration and rehabilitation of ex-combatants, victims of war and the communities.

In the reporting period, the Amnesty Commission facilitated demobilisation of reporters,⁵ reintegration and resettlement of reporters, dialogue and reconciliatory meetings with communities and training of reporters in life skills to contribute to peace building.

The Commission contributed to the prevention of conflict and reduction of armed insurgency. It demobilized 176 reporters (Bunyangabu-30, Kasese-20, Kiryandongo-124, Kiboga-1, Kyankwanzi-1). In addition, the Commission made 4 contacts with Allied Defence Forces (ADF) rebels in a bid to convince them to abandon insurgency activities and embrace amnesty as a way of promoting peace and contributing to the economic development of the country. All the demobilised reporters were documented and provided with Amnesty certificates. The Amnesty Commission also conducted five meetings on Amnesty Law and

⁵ Under the Amnesty Act Chapter 294, Section 1, a ‘reporter’ is a person seeking to be granted amnesty under the Act.

process held in three DRTs; West Nile, (DRT Arua), Bwodha landing site (DRT Central) and DRT Mbale at Namutumba. Prison visits in Tororo, Mbale, Soroti, Kasese, Fort Portal and Rubirizi and 7 radio talk shows were conducted (4 radio talk shows in Arua DRT on Radio Pacis and 3 radio talk shows in Central DRT in Mayuge and Mukono on Radio Safari FM. One documentary on Amnesty was aired out on UBC Television.

Prosecution of war crimes cases: As part of its contribution to enhancing access to justice for post conflict crimes; ODPP prosecuted two (02) war crimes cases during the reporting period, namely the case of ***Uganda v Thomas Kwoyelo*** (an ex-Lord's Resistance Army combatant) and the case of ***Uganda v Ali Kabambwe Munakenya & Others***.

Uganda v Thomas Kwoyelo: The prosecution of the case continued in Gulu. During the year, three trial sessions were held and 20 prosecution witnesses have so far testified. Prosecution adopted innovations such as engagement of expert witness and establishment of a witness hostel to enhance witness support and protection. It is expected that hearing of the case will be concluded in the next Financial Year 2020/21.

The prosecution team engaged the services of witness protection officers in Gulu, Lamogi and Pabbo to monitor, empower and protect witnesses before, during and after trial. A total of 7 police officers have been assigned as war crimes witness protection officers in the Kwoyelo case. These officers are given modest facilitation and register books to execute their work. The prosecution team also engaged the services of an expert witness to provide a background context to the case and to prepare an addendum to his report covering SGBV. This means, this witness would be called to testify. Key to this trial is that, it is prosecution led, witnesses including expert witnesses testifying as scheduled, witness protection measures have been established and gender-based crimes have been considered.

In order to boost the capacity of the prosecutors and quality of the case, the ODPP has signed a two-year MoU with Justice Rapid Response (JRR) - Geneva to offer technical support in the prosecution of the Kwoyelo case. This organization runs a global roster of experts in various aspects of International law. So far, JRR has provided support in the areas of witness protection, legal research-international law, psycho – social support for traumatised witnesses. These experts will continue providing technical support during the trial.

However, there is need for more resource allocation to support an independent prosecution to be able to adequately source experts to support the trial especially with regards to witness protection, psycho -social support and legal research.

Uganda v Ali Kabambwe Munakenya & Others: The prosecution of the case commenced in the FY 2018/19 and was continued in the FY 2019/20. The pre-trial was completed successfully and charges were confirmed. The case now awaits cause listing for full trial. The ODPP also carried out witness preparation and verification in ***Uganda v Ali Kabambwe*** and ***Uganda v Charles Wesley Mumbere*** both in eastern Uganda and western Uganda Districts of Kasese, Kyenjojo, Bundibugyo where seventy-five (75) key witnesses were verified and prepared for trial.

Outreach programs to victims of crimes in western, eastern and northern Uganda:

During the reporting period, the department undertook 6 outreach sessions, 3 each in Northern and Western Uganda respectively to address the concerns and issues arising in those communities relating to cases being handled by the department. The objectives of undertaking outreach activities were to complete the inquiries in the case of ***Uganda v. Thomas Kwoyelo*** and those in Western Uganda were in respect to the ***Uganda V. Jamil Mukulu*** case; ***Uganda v Ali Kabambwe Munakenya & Others***; ***Uganda v Charles Wesley Mumbere***, interface and interact with the key witnesses and victims to ascertain their availability and willingness to testify in court; establish the concerns of the victims and witnesses and find ways of addressing them in preparation for court; and mobilize and update the victims, witnesses, leaders and other stake holders in the region on the status of investigations and the case generally. This will also create awareness in the community.

In Northern Uganda, the ODPP undertook three (03) outreach sessions in the districts of Gulu and Amuru respectively in preparation for the hearing of ***Uganda versus Thomas Kwoyelo*** before the International Crime Division of the High Court were conducted in Acholi sub-region where the focus of the activities was the LRA atrocities. Victims and witnesses were briefed on the progress of the case and prepared for court proceedings. The activities undertaken included engagements with local leaders, community meetings and witness preparations and verifications, and visiting scenes of atrocities. The exercises greatly contributed to preparation of the communities, especially witnesses, for the trial to proceed in Gulu.

In Western Uganda, ODPP officials undertook two outreach sessions in August and December 2019 in several districts which were affected by the ADF insurgency. These included Kasese, Kabarole, Bundibugyo, Kyenjojo, Kamwenge, and Ntoroko. The exercises as well targeted communities that suffered direct ADF attacks and the activities included engagements with local officials and community meetings, and visiting scenes of atrocities. The outreach sessions were carried out jointly with police for purposes of follow up of investigations.

Opportunity was taken to inform and update the communities on the progress of various cases handled by the department as well as take feedback from community members. The activities were successful by large. The respective detailed activity reports were submitted separately. This activity was combined with mop up investigations to close any evidence gaps. One outreach activity is underway in western Uganda and will make the total 7 activities for the year. It was delayed due to the interruption of COVID 19 pandemic and delayed release of funds.

Through our various channels, victims of crime and witness are free to engage with prosecutors' prior too during and after trial of their cases. This helps to build confidence of victims and witnesses in the prosecution service.

Key issues identified during the outreach program sessions included community ignorance about their responsibilities in relation to the prosecution of international crimes, especially with regards to securing exhibits like mass graves that are used for evidence by the prosecution. This practice was found in Northern Uganda where human remains have been

exhumed for reburial, witness protection (reprisal attacks against witnesses after testimony), unresolved grievances against the government especially in Rwenzori sub region due to the impact of the ADF insurgency, witness protection and active ADF activities in the region.

Some challenges were faced during the outreach sessions, especially, resource allocation for community meetings, expectations about the implementation of the NTJP especially with regards to reparations; especially psycho - social support and children born of war.

The implementation of Sector activities on transitional justice are on track in comparison to past years. A Sector trend analysis on the transitional justice reveals an increase in resource allocation and institutional interest in implementation of activities which is a plus for the affected communities. In addition, as anticipated, the approval of the National Transitional Justice Policy has renewed momentum for TJ within the Sector and beyond.

Capacity building for prosecutors, judges, defence counsel and other parties involved in the international crimes cases has been affected by the COVID - 19 Pandemic after a training program had been planned by the Sector. Relatedly, the international conference on memory and memorialisation planned to be conducted by MoJCA has been affected.

5.1 Results at outcome and output levels + performance indicators

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

6. SEXUAL AND GENDER BASED VIOLENCE INTERVENTIONS.

Gender equality and equity is integral to access to justice and as such the Sector maintains this as one of its priority areas. This was depicted in the recent EOC Report that ranked the JLOS Sector 3rd out of the 16 Sectors prioritising gender equality. The Sector rating in the gender and equity budgeting improved to 70% from 64% the previous FY.

The Sector continues to make deliberate efforts to address gender and access to justice with particular focus on affirmative action to address the steeper barriers women face in accessing justice, countering the underrepresentation of women within the workforce in JLOS institutions and addressing the rise in crimes that specifically target women and girls. The use of scientific evidence in SGBV cases is beginning to yield with a conviction rate of 60.1% as shown in table 15. Also the proportion of sector institutions with a functional