



JUSTICE LAW AND ORDER SECTOR

BUDGET FRAMEWORK PAPER

FY 2007/2008

Ministry of Justice and Constitutional Affairs
Ministry of Internal Affairs
The Judiciary
Uganda Police Force
Uganda Prisons Services
Law Development Centre
The Judicial Services Commission
Uganda Registration Services Bureau
The Directorate of Public Prosecutions
The Uganda Law Reform Commission
Ministry of Local Government - Local Council Courts
Ministry of Gender Labour and Social Services - Probation Services

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CHAPTER 1: OVERVIEW OF SECTOR OBJECTIVES

1.0 Introduction

This is a budget framework paper for the Justice Law and Order sector for the FY 2007-2008. It details objectives and strategies to achieve the objectives together with the priorities for the medium term. The budget framework paper focuses on government priorities, and is within the resource envelope as indicated in the MTEF ceiling.

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

1. The sector is composed of: -

Core institutions

- Ministry of Justice and Constitutional Affairs
- Ministry of Internal Affairs
- The Judiciary
- Uganda Prison Service
- Uganda Police Force
- Directorate of Public Prosecutions
- Judicial Services Commission
- The Uganda Law Reform Commission
- Ministry of Gender Labour and Social Development - Probation Services
- Ministry of Local Government – Local Council Courts

Non-core Institutions

- The Law Development Centre
- Uganda Registration Services Bureau under MoJCA
- Centre for Arbitration and Dispute Resolution (CADER) under MoJCA
- Tax Appeals Tribunal under MoFPED
- Uganda Law Society

The mandates of the institutions are detailed in Annex A

1.1 Justice Law and Order Sector Mission

2. The Justice Law and Order Sector (J/LOS) seeks *“to enable all people to live in a safe and just society”* and it has a broad policy objective in the medium-term to maintain law and order and increase access to justice for all persons through Criminal Justice, Commercial Justice, Land Justice and Family Justice reforms.
3. The Sector **mission and policy objectives** are derived and supported by the institutions mandates and policy objectives. All sector institutions are key stakeholders in the process of the administration of justice and maintenance of law and order through ensuring personal safety, security of property and rule of law, maintenance of law and order and due process.
4. In this regard, sector institutions ensure the security of all Ugandans and those residing therein through prevention of crime, investigation and prosecution of criminal activity. They also ensure adherence to the rule of law through enforcement of commercial contracts, promotion of civic and legal education, local community participation and feedback and establishment of effective and efficient administration of justice mechanisms.
5. The overall goal of the sector therefore is the immediate purpose of the PEAP, which is to enhance quality of life and ensure that poverty is eradicated.

The Justice Law and Order Sector Policy Objectives and Intermediate Outcomes in relationship to the PEAP

POVERTY ERADICATION ACTION PLAN (PEAP)

- Pillar 1:** Economic Management
- Pillar 2:** Production, Competitiveness and Incomes
- Pillar 3:** Security, Conflict Resolution and Disaster Management
- Pillar 4:** Good Governance
- Pillar 5:** Human Development

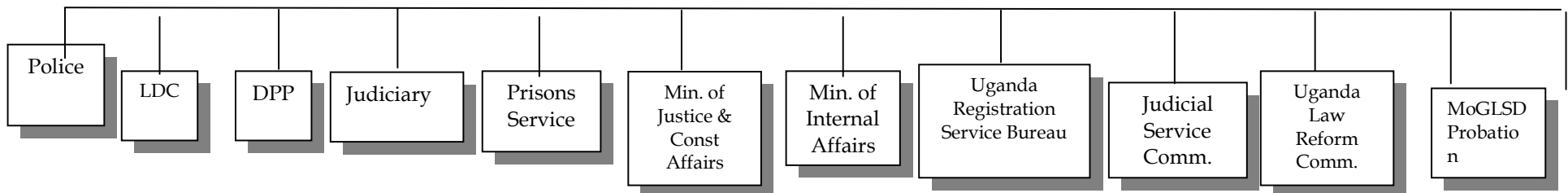
JLOS POLICY OBJECTIVES

1. Promote Rule of Law and Due Process
2. Foster a Human Rights Culture across all JLOS Institutions
3. Enhance Access to Justice for all, especially the poor and the marginalised
4. Reduce Incidence of Crime and Promote Safety of Person & Security of Property
5. Enhance JLOS Contribution to Economic Development

JLOS FOCUS AREAS

- (1) Criminal Justice Reform
- (2) Commercial Justice Reform
- (3) Land Justice Reform
- (4) Family Justice Reform

INSTITUTIONS



1.2 JLOS Sector Policy Objectives

The Sector policy objectives as detailed in the second Sector Strategic Investment Plan (SIP II) consolidates and builds on progress and processes undertaken in the first Strategic Investment Plan (SIP I) launched in 2001. In demonstration of its obligations under the PEAP, the sector gives greater focus on the poor and marginalized groups. The sector focus of the reform covers Commercial, Criminal, Land and Family justice. The sector is impact oriented and strikes a balance between infrastructural reform and innovative approaches to address the challenges within the administration of justice. To achieve this, the sector will undertake key activities under the following sector policy objectives:

1.2.1 Promote Rule of Law and Due Process

The rule of law underpins reform and development in any economy. It calls for respect of laws and laid down processes. The sector will continue to reform laws and adopt strategies to ensure faster enactment and availability of laws. For greater impact, the sector will enhance access to published laws and case precedents particularly, simplified versions of amended laws to the public. The sector commitment to promote due process will be achieved through strategies to safeguard independence of the Judiciary and measures to strengthen enforcement of decisions in a timely manner. The sector will also focus on promoting professional responsibility at all staff levels and encourage transparency and staff accountability with zero tolerance to corruption.

1.2.2 Foster a Human Rights Culture across JLOS Institutions

Justice systems are hinged upon human rights principles found in international, regional and national law. The sector role to protect and promote fundamental human rights and freedoms necessitates that JLOS will intervene and address key human rights challenges raised under Pillar 4 of the PEAP through development of strategies and activities that incorporate and uphold human rights standards in national laws, policies, programmes and budgets. This will enhance a human rights culture, reduction of specific incidences of human rights violations and increased public confidence in JLOS institutions.

1.2.3 Enhance Access to Justice for all, especially the marginalised and the poor

There is still inequitable access to the justice system. Many Ugandans, more so the poor and marginalized bear the unfair burden of physical access to JLOS institutions, cost of services, languages and attitudinal barriers. The sector recognizes that people's needs and aspirations of the justice system are closely intertwined with their livelihood and opportunities to make choices. In response, the sector will build on the earlier gains and continue to ensure rationalized physical access and services through de-concentration of JLOS institutions. To command value of the justice system, the sector will empower the public to engage and challenge the justice agencies, but also strengthen the institutions to become responsive in addressing the cost and undue technicalities that impede access to justice for the poor and underserved groups.

1.2.4 Reduce Incidence of Crime and Promote Safety of the Person & Security of Property

Crime increases the cost of doing business and it aggravates levels of poverty. Reduction of crime therefore is a critical support for economic development and poverty eradication. The sector

policy on reduction on incidence of crime will foster more safety of the person and security of property. More so, it will complement national efforts to enhance Uganda's credibility and competitiveness as a hub of investment and economic growth. The sector commitment is to respond to crime, reduce recidivism rates, identify threats to safety of the person and security of the person as a precursor to development and implementation of crime prevention strategies.

1.2.5 Enhance JLOS Contribution to Economic Development

The sector reforms aim to make the justice system responsive to Uganda's growth demands. In so doing, the sector contributes to enhancing productivity and competitiveness as articulated under Pillar 2 of the PEAP, 2004. Therefore the JLOS commitment is to provide a conducive framework and environment for investment, growth and wealth creation through implementation of strategies to ensure timely and quality service delivery; harmonization of international and regional agreements with domestic law and policy; and fostering partnership with stakeholders involved in promoting economic development.

Strategy for realizing objectives and sector reform focus in the medium term

a) Under **criminal justice**, the Sector will enhance its institutional response to crime to address the rising crime rates, engage in crime prevention activities and strengthen pilot initiatives including legislative reform, case backlog reduction programs, human resource development, and increasing the geographical spread of key institutions with specific reference to conflict areas. In addition ongoing efforts to increase number of personnel to match case load, retool the crime detection and investigation departments and enhance statistical forecasting of crime, increase use of ADR will be accorded priority under SIP II. The Sector will also take positive steps to address prisoner welfare, promote prisoner rehabilitation and community re-integration in addition to pursuing initiatives that ensure Sectoral compliance with the minimum standards for Prisoner Welfare and promote innovative approaches for experience-sharing between civil society and Government institutions.

b) Under **Commercial Justice**, efforts will be made to build on achievements made so far and address the key challenges through mechanisms that will enable improved access to commercial justice countrywide through the formal courts, small claims mechanisms and alternative dispute resolution systems; reform of the regulatory regime to make it more amenable to a conducive business environment; restructuring the business registries, streamlining processes and fostering a customer culture to enhance efficiency and reduce costs of doing business; and building capacity for the legal profession to enable effective delivery of services.

c) Under **Family Justice**, the Sector will at the outset seek a comprehensive appraisal of the key bottlenecks in the administration of family justice. This study will form the basis for a prioritised and sequenced sectoral intervention in family justice. The Sector envisages support towards legislative reform, increasing staff strength, restructuring and retooling family justice institutions including the Administrator General's Office, the Family division in the Judiciary, the Family and Child Protection Units in the Uganda Police Force. Integration of family justice management issues into ongoing Sectoral initiatives including civic and legal education, publicity, performance standards development, de-concentration of services and human resource development will also be pursued.

d) Under **Land Justice**, JLOS will focus on improving land dispute resolution mechanisms while also engaging with other stakeholders to enhance land administration and registration. There is need for an **Integrated Study on land dispute systems** prior to commencement of reforms. Activities will aim at streamlining the various dispute resolution mechanisms (e.g. under the

Land Act 1997 as amended in 2004, the Chief Justice is empowered to appoint all magistrates to handle land disputes in areas where land tribunals haven't been established), strengthening agreed fora especially at the local level, utilising alternative dispute resolution mechanisms, fostering judicial oversight and supervision and utilising innovative approaches e.g. piloting the use of paralegals at Local Council Courts and operationalisation of land courts in a number of prioritised "hot spot" districts/regions (those identified with a huge backlog and with frequently recurring land disputes e.g. Kibaale district and conflicted affected districts of Northern Uganda).

1.3 STRATEGIC GUIDELINES IN DEVELOPING THE SECTOR BFP

1.3.1 Poverty Eradication Action Plan

The JLOS addresses poverty eradication directly through the Revised PEAP, 2004 specifically, Pillar 2 on enhancing production, competitiveness and incomes; Pillar 3 on Security, conflict resolution and Disaster Management; and Pillar 4 on Good Governance (promoting human rights and good governance). The majority of Ugandans are poor and lack adequate access to justice among other social services. In improving the safety of the person, security of property and access to justice, JLOS seeks to enhance the public's capacity to seek and demand for improved services and strengthen the public's capacity to develop and create wealth through improved awareness of their rights, thus increasing public confidence in the justice system.

The Sector, pursuant to the Poverty Eradication Action Plan, seeks to use the following principles as its' strategic guidelines:

- To contribute to the PEAP objective of poverty eradication by 2017
- To promote knowledge and a respect for Good Governance and Human Rights principles by:
 - Working towards the ideals laid out in the Uganda Constitution;
 - Working towards implementation of the International Human Rights Principles and Conventions to which Government of Uganda is a signatory;
 - Promoting systems of social and financial accountability and transparency across the J/LOS Sector institutions

1.4.3 Northern Uganda Interventions

In its recently adopted second Strategic Investment Plan for the period 2006/7-2010/11, JLOS committed 30% of its investment to improving JLOS presence and increasing its service delivery in conflict affected areas. This information was shared with the office of the Prime minister which is responsible for coordination all interventions in Northern Uganda.

The Peace Recovery Development Plan (PRDP) which is still undergoing consultative processes is a strategy is to address the unique challenges in each of the sub-regions of Northern Uganda based on the conflict status and the extent of vulnerability. The PRDP sets three year targets with an overall goal of consolidating peace and security as well as laying foundation for recovery and development. This is to be achieved through four core strategic objectives that are mutually reinforcing:

Strategic Objective 1:	Consolidation of state authority
Strategic Objective 2:	Rebuilding and empowering communities
Strategic Objective 3:	Revitalization of the economy
Strategic Objective 4:	Peace building and reconciliation

The activities of JLOS are mainly captured under the first Strategic Objective, whose ultimate outcome is to ensure cessation of armed hostilities, re-establishing the rule of law, enabling the judicial and legal services to become functional, protection of human rights and strengthening local governance (*See Chapter VI for detailed work plan*).

National Environment Management Policy

The Justice Law and Order Sector also has a key role to play in the implementation of the Policy on the National Environment. The Uganda Police Force and Directorate of Public Prosecutions, play key roles as investigators and prosecutors of breaches in the regulatory legislation. In addition, the courts of judicature are required to decide all matters brought before courts of law including environmental issues.

The sector institutions are instrumental in addressing environmental issues through their respective functions including during provision of civic and legal education, publication of environmental laws, provision of forensic investigation, provision of legal advisory services and advocacy, prosecution and adjudication of cases involving the environment.

HIV/Aids and Gender

Similarly, sector institutions have been instrumental in addressing other cross cutting issues e.g. HIV/Aids and Gender through their institutional roles. However, specific institutions have developed strategies and policies to address the HIV/Aids pandemic in their institutions. To strengthen institutional initiatives, the sector constituted a sector HIV/Aids working group to mainstream gender within the sector. Through the Gender Working Group of the sector, a Gender Action Plan was developed and it requires the sector to formulate a sector specific Gender Policy aligned to the National Gender Policy. It will form the basis for mainstreaming gender in the planning, budgeting, implementation and reporting of progress in the program.

Therefore, the Justice Law and Order Sector is one that serves to maintain law and order, promote rule of law and equitable access to justice. Thus, the Sector is a key actor in the implementation of all national policy that is enshrined in our Constitution or subsidiary legislation.

1.5.1 J/LOS Programme Management

Three committees as established mechanisms for cross institution consultation – Leadership, Steering and Technical, manage the sector programme at political, policy and technical level, respectively, and are supported by various working groups including Budget and Gender working groups.

Development partners also support the reform process through a Donor SWAP Legal sub- sector group as a focal point for liaison between government of Uganda and Development partners.

The MoJCA Policy and Planning Unit (PPU), with support from the Sector Secretariat, serves as a technical resource for implementation of the J/LOS programme and facilitation of continuous dialogue amongst sector institutions. The recruitment of a financial management specialist at the secretariat to implement a feasible financial management strategy will ensure a clear fiduciary framework that supports the budget and a strategy for financial management reform that is compliant with GoU-Donor accounting regulations.

1.5.2 Programme Evaluation and Monitoring

The Sector has developed strengthened sector-wide process and outcome indicators, and will strengthen institutional short and medium term output indicators for the reform period. Reporting on output indicators is scheduled for the second semi-annual review in June of each fiscal year. Medium-term outcomes shall be reviewed during mid-term evaluations.

1.5.3 Monitoring Tools

In addition to the performance indicators, mentioned above, a range of monitoring tools are used to measure progress including:

- i) Bi-annual Commercial and Criminal Justice Statistical and End User Surveys to measure both public perception on the impact of reform, and case management outputs against defined targets.
- ii) Commercial Reform Programme random user studies particularly for use of the Commercial Court.
- iii) Quarterly and or semi annual progress reports indicating achievements and constraints at institutional level in programme implementation.
- iv) Two semi-annual reviews between GoU and Development partners where an semi annual progress report is considered, the work plan for the next Financial year approved, and a financial audit report is submitted by the Sector in regard to the programme fund management.

CHAPTER 2: REVIEW OF FY 2005/06 PERFORMANCE

2.1. Budget Performance

The sector received Ushs 158.8bn for the recurrent budget translating into an outturn of 97%. This is detailed by vote in the table below.

2.1.1 Recurrent Budget Outturn By Vote

Institutions	Wage			Non Wage			Total Recurrent		
	Approved	Released	%	Approved	Released	%	Approved	Released	%
MOJCA	1,310,000	1,362,883	104%	3,776,858	3,666,853	97%	5,086,858	5,029,736	99%
Min. of Internal Affairs	2,210,000	1,860,475	84%	27,570,570	24,587,442	89%	29,780,570	26,447,917	89%
Judiciary	7,289,360	7,289,360	100%	7,832,400	7,832,400	100%	15,121,760	15,121,760	100%
Uganda Police Force	42,144,312	42,275,976	100%	37,661,157	35,403,748	94%	79,805,469	77,679,724	97%
Uganda Prisons Service	11,289,621	11,277,059	100%	15,258,863	15,253,509	100%	26,548,484	26,530,568	100%
DPP	2,530,000	1,924,086	76%	1,181,388	1,864,908	158%	3,711,388	3,788,994	102%
JSC	500,000	302,550	61%	922,534	818,879	89%	1,422,534	1,121,429	79%
ULRC	380,000	380,000	100%	1,540,000	1,540,000	100%	1,920,000	1,920,000	100%
LDC	857,000	857,004	100%	308,800	308,796	100%	1,165,800	1,165,800	100%
Total	68,510,293	67,529,393	99%	96,052,570	91,276,535	95%	164,562,863	158,805,928	97%

Releases for the JLOS development fund performed at 93% which was disbursed to the institutions as indicated in the table below.

2.1.2 Development Budget Outturn By Vote

Institutions	Dev. (SWAP, CBP, & CJRP)			GoU Capital			Total Approved	Total Released	%
	Approved	Released	%	Approved	Released	%			
MOJCA	1,961,638	1,261,688	64%	0	0	N/A	1,961,638	1,261,688	64%
Min. of Internal Affairs	1,498,310	987,936	66%	270,000	171,151	63%	1,768,310	1,159,087	66%
Judiciary	2,960,000	2,583,243	87%	2,652,500	2,637,195	99%	5,612,500	5,220,438	93%
Uganda Police Force	2,780,000	2,254,606	82%	4,165,350	3,951,382	130%	6,248,006	6,805,988	109%
Uganda Prisons Service	2,584,300	2,271,386	88%	1,140,285	1,127,713	99%	3,724,585	3,399,099	91%
DPP	1,698,708	1,091,353	64%	290,000	285,000	98%	1,988,708	1,361,453	68%
JSC	665,500	275,000	41%	30,000	30,000	100%	695,500	305,000	44%
ULRC	1,240,037	533,000	43%	100,000	100,000	100%	1,340,037	633,000	47%
LDC	0	0	N/A	0	0	N/A	0	0	N/A
URSB	373,695	238,885	64%	0	0	N/A	373,695	238,885	64%
MoGLSD	115,574	68,000	59%	0	0	N/A	115,574	68,000	59%
MoLG	335,100	210,000	63%	0	0	N/A	335,100	210,000	63%
Uganda Law Society	278,280	105,175	38%	0	0	N/A	278,280	105,175	38%
Tax Appeals Tribunal	121,000	81,000	67%	0	0	N/A	121,000	81,000	67%
Land Tribunals Project	0	0	N/A	1,290,000	1,117,967	87%	1,290,000	1,117,967	87%
Chain Linked Initiative	350,000	20,000	6%	0	0	N/A	350,000	20,000	6%
Gender Working Group	50,000	0	0%	0	0	N/A	50,000	0	0%
Publicity Committee	342,000	0	0%	0	0	N/A	342,000	0	0%
Programme Mgmt	2,050,834	1,248,300	61%	0	0	N/A	2,050,834	1,248,300	61%
Total	19,589,950	12,778,080	65%	12,068,185	8,718,313	72%	31,658,135	21,496,393	68%

2.1.3 Supplementary Releases By Vote

Institutions	Supplementary Releases	
	Release	Reasons for Supplementary Release
MOJCA	22,100,000,000	Court Awards and Compensations
Min. of Internal Affairs		
Judiciary		
Uganda Police Force	6,971,982,752	Wage (3.3bn); Non wage (3bn); Capital 600m
Uganda Prisons Service	4,884,503,000	Salaries (1.3bn);Electricity (1.2bn);Prisoners Food (3.6bn)
Total	33,956,485,752	

2.1.4 Arrears Accumulation By Vote

Institutions	Arrears	
	Amount	Reasons for Accumulation
MOJCA	61,000,000,000	Court Awards and Compensations
Min. of Internal Affairs	115,000,000	Auxiliary Forces Salaries
Judiciary	1,969,523,798	Utilities (water, utl), vehicle maintenance, rent
Uganda Police Force		
Uganda Prisons Service	3,757,925,044	Utilities; Food; maintenance of vehicles and buildings
DPP		
Total	66,842,448,842	

2.2. Physical Performance

Within this period the sector concluded the implementation of its first strategic investment plan and completed formulation of its second strategic investment plan. The reporting therefore in this section of the sector BFP is hinged on the structure of the first investment plan.

A) Progress in Criminal Justice Reform

The sector aware of its key challenges especially the resource limitation adopted a strategy of prioritization of key result areas. In the financial year 2005/2006 the key result areas were identified as legal service reforms, improved administration of justice, improved civic and legal education, law reform, and programme management.

Legal Services Reform

1. **Court performance:** 45 High Court sessions out of planned 60 involving 1,980 out of 6,442 at cases were handling/ completed during the year. Similarly, 9 out of 30 planned session involving 951 cases were conducted and concluded. There were still about **49,191** pending cases as at June 30, 2006. The disposal rate is generally low at all levels, and this calls for an intervention in terms of facilitation and/or legal reforms for the entire trial process if the problem of case backlog is to be addressed.

Level of court	B/forward from June 30th 2005	Registered during the FY 2006/07	Cases c/f , and new case registered	Cases completed	Status as at 30th June 2006
	(a)	(b)	(c) = (a) + (b)	(d)	(e) = (c)-(d)
Supreme Court	74	93	167	66	101
High Court	9,136	5,929	15,065	3,585	11,480
Chief Magistrate	35,144	28,966	64,110	26,476	37,634
Magistrate G1	10,106	21,100	31,206	20,685	10,521
Magistrate G2	2,982	9,538	12,520	8,751	3,769
Total load	57,442	65,626	123,068	59,563	63,505

Note: the total workload at the Court of Appeal as of 22 Feb 2006 was 912 cases.

- The Attorney General won 41 cases worth US\$111,592,469,389/= and lost 74 cases worth US\$9,924,503,308/= showing greater savings in spite of the loss of a higher number of cases.
- The **case backlog reduction programme and Chain Linked Initiative** continued to provide the necessary framework for collaboration and cooperation among sector institutions directly involved in case backlog reduction and enhanced coordination respectively. As a result, several court sessions were held.
- In the 2005/06, 1510 Community Service Orders were issued, decongesting prisons by the magnitude of offenders diverted there from. This saved Government of UGX 679,500,000 which it would have spent on maintenance of prisoners in terms of food, medical and accommodation requirements. 364,998 man-hours of community service worth UGX 158,231,080 were also registered. In addition, NCSP was able to monitor the offenders in 14 districts thus bringing down the default rate from 17% in March 2006 to 13.2 in June 2006.

5. Local Council Courts Development Program

The sector recognizes Local Council Courts (LCC) as the Courts closer to and easily accessible by the poor and marginalized groups. The focus of the sector was therefore, put on building their capacity of LCCs to undertake effective adjudication of cases.

- The sector facilitated training of LCC Officers and Trainers of Trainers in 6 Districts.
- A total of 39,365 LCC officers from 6 Districts were trained in the reporting period. Training in the remaining Districts was scheduled to be conducted after the Local Council Elections.
- The process of building the capacity of the LCCs was made simpler by the enactment of the Local Council Courts Bill into law which now separates the executive powers of the local councils from the judicial powers.

Improved Law Reform

- The sector used the Presidential Investor Round Table to lobby quick passage of law. This resulted into prioritization of 17 commercial Bills for consideration by cabinet. The slow law reform process is a major challenge to establishing a sustainable process for ensuring business friendly laws. Related to this, the ULRC continued to set up the bill tracking system.

- **Compendia of electoral laws**

The commission completed the preparation and publication of the electoral laws. This involved revising and consolidation of electoral laws for ease of reference especially during the election period. The compendium is available at the commission at Ug. Shs.150,000/= a copy.

- **Consolidation of the Local Governments Act, Cap 243**

Following extensive amendments to the Local Government Act, the commission, at the request of the Ministry of Local Government, consolidated all the amendments made to the Local Governments Act, Cap 243. A reprint of the Act was made and supplied to the Ministry to facilitate access of the law by local governments.

- **Revised Constitution**

The commission prepared and published a consolidated constitution of the Republic of Uganda. The reprint involved incorporating and consolidating all amendments made to the constitution by Parliament since its promulgation in 1995. The constitution is available at the commission at Ug. Shs. 15,000/= a copy.

- The ULRC revised and published Statutory Instruments 1964-2000.
- The Police Amendment Bill and the Prisons Bill were passed into law. These now present new challenges for Police Force and Prisons Service in unification of their system and assessment of cost implication. The two institutions have engaged MoFPED to resolve the financial implication in terms of wage, non-wage, and development budget, to inform the management plan.

Improved Civic and Legal Education

8. In order to create awareness about JLOS and raise its profile, the Sector recognized the need to strengthen the demand side of justice. To this end,
 - JLOS also ran newspaper supplements to inform the public about its progress, challenges and way forward
 - JSC conducted a civic education workshop and prepared a Citizens handbook to guide the ordinary citizens in their pursuit for Justice
 - 20,000 court users guide were produced and distributed by the Judiciary to various stakeholders. The Judiciary also produced and distributed 15,000 anti-corruption posters to all courts and places of public access.

Criminal Law Reform

9. Advocacy on completed Criminal Bills
 - The sector implemented the Legislative Reform Strategy and as a result, Parliament enacted the Prisons Bill, Local Council Courts and Police Amendment Bills into law.
 - The Penal Code Act (Amendment) Bill, and the Law Revision Fees and Fines in Criminal Matters Bill are before the Parliament Committee on Legal and Parliamentary Affairs, while the Magistrates Courts Act (Amendment) Bill, Trial on Indictment Decree (Amendment) Bill and Sexual offences Bill are before Cabinet. These Bills lapsed with the 7th Parliament and the previous Cabinet. They were to be re-introduced during FY 2006/07. However, there is still need for Parliament and Cabinet to expedite passage of pending laws that are critical for the implementation of the reform programs

10. Domestic Violence project

A study on domestic violence was carried out by the ULRC to examine and propose improvements in legal protection against violence in Uganda.

11. Legislation on HIV/AIDS

ULRC prepared a concept paper for conducting a study on HIV/AIDS and related issues with a view of creating foundation for legislative protection. Concept papers on Torture and Human Trafficking were also prepared by the ULRC to provide foundation for studies that will result into development of legislation on drug and human trafficking as well as criminalization of Torture

12. Law revision

The Compendium on Civil and Criminal Procedure was reviewed. This was due for printing in FY2006/07

Protection of Rights Particularly of Vulnerable Groups

13. **Gender and Justice**

The Sector developed a sector specific gender policy that is aligned to the National Gender Policy, to provide overall strategy for integration of gender issues in the reform process

14. **Juvenile Justice**

- ULRC together with the MoLSD reviewed the Children's Act with a view to strengthening efforts towards protection of the rights of children. A consultative Paper was developed and discussed amongst stakeholders. The MoLSD also visited 10 Districts in Eastern Uganda and collected data on Family and Children Courts and trends of juvenile offences in the area to inform planning processes.
- Renovation of the Fort Portal Remand Home was commenced in a bid to improve the conditions relating to safety and sanitation under which the juveniles are detained.

Construction of juvenile cells in Pader, Katakwi, Kaberamaido and Kitgum by the police was completed. This has enhanced compliance with the constitutional requirement to have separate Adult and Juvenile detention facilities.

Prisoners' Welfare

15. 4,500 out of 20,000 prisoners were dressed in uniform. Linking of prisoners to the outside world was also undertaken with social actors e.g. UNAFRI. This resulted in at least 1,000 out of the prisons system thus reduction in remand prisoners population and average length of stay on remand.
16. **Prisons congestion:** Construction /renovation of prison wards at Ibuga Prison Farm in Kasese, Namalu Prison wards in Karamoja were completed. This increased accommodation for 400 prisoners. Completion of the construction/renovation of the wards, especially, created approximately 30% extra space in each of those prisons thus reducing overcrowding.
17. **Transportation costs:** In recognition of the prisoner's right to attend Court for trial and to reduce the distances traveled to Court, Uganda Prison Services procured 2 Lorries for Ibuga and Mubuku prisons. This has saved the Prisoners in Mubuku and Ibuga Prisons from moving on foot to courts over distances of 35KM and 25KM respectively.

Improved Administration of Justice

18. The sector commitment to ensure good **geographical coverage of the country, equity in service delivery, as well as improved working environment** continued with construction of courts, prisons, police stations, staff accommodation for Police and Prisons, forensic laboratories and regional offices. Staff were also been trained.

Operations and Infrastructure

a) Construction and Furnishing

Courts: The sector planned to construct 2 Chief Magistrates Courts at Pallisa and Kapchorwa. Construction commenced July 2006.

Accommodation for Prison Warders & Police Officers

- Low cost houses for 50 families were constructed at Ibuga, and Namalu for prisons staff.
- Police Barracks at Masindi and Kapchorwa were constructed. The sewage system at Katwe and Entebbe Police stations was also overhauled.

Laboratories

- The Government Analytical Laboratory (GAL) plays a key role in investigations and the fighting crime. The operationalisation of the comparison microscope, the GC and DNA machines has reduced the time taken to analyze samples from 2 months to 1 month. Relatedly, the backlog at the Laboratory was reduced to 25% as at June 2006.
- A regional analytical laboratory was constructed at Mbale aimed at de-concentrating GAL services.

Offices

The sector facilitated construction /renovation of offices thus enabling savings on rent for various institutions: 2 DPP office blocks in Luwero and Moroto; A regional office for the Ministry of Justice & Constitutional Affairs (MoJCA) -in Mbarara; Resource Centre for the Judicial Service Commission (JSC); remodeled/furnished part of the Ministry of Internal Affairs (MIA) headquarters- providing accommodation for NCSP and Immigration staff, MIA also constructed 2 border posts at Mirama and Ntungamo,

b) Machinery and Equipment

The following progress was made in this area in the reporting period:

Communication Equipment

- UPS procured 4 base radio equipment for Amita, Ibuga, and Kotido & Adjumani Prisons, UPF procured 7 solar powered radios and trained 2 technicians. In addition, MIA acquired communication equipment for Mirama, Mututkula & Liya Entry points.

Computers, photocopiers and scanners

A total of 51 Computers were procured (i.e. 11 for UPS, 3 for ULRC, 34 for Judiciary, 4 for the sector secretariat, 5 for MoLG, 12 for DPP, 5 for MoGLSD, 2 for MIA and 5 for NCSP) 5 servers were also procured (i.e. 1 for ULRC, 3 for DPP and 1 for NCSP). In addition, 7 photocopiers and 2 scanners were procured for the DPP.

Generator

A generator was procured for the Government Analytical Laboratory to avoid interruptions in analysis of exhibits that used to result from load shedding

Transport Equipment

The sector invested in transport equipment as a means of improving response to incidences, facilitating staff to attend Court and to carry out monitoring and evaluation visits: A total of 24 vehicles and 8 motor cycles i.e. 2 Lorries for UPS, 9 Pick-up Patrol vehicles for UPF, 1 vehicle for ULRC, 9 vehicles for Judiciary, 2 pick-ups for DPP, 1 vehicle for MoLG and 8 motor cycles for NCSP.

c) Human Resource Development

i. Recruitment and Training

- In preparation for **policing election**, the Police recruited 45% of the **4,000 auxiliary forces** it undertook to absorb into the Police force. In addition, 1,000 police constables were recruited and trained. This was based on the need to increase the Police Strength to 18,000 and therefore Police-Population Ratio to 1:1,450
- UPS recruited, trained and deployed 500 warders/wardresses.
- DPP and MoJCA inducted and recruited 30 and 36 State Attorneys respectively. This enabled expansion of prosecution services to a wider geographical coverage including Northern Uganda.

ii. Career Development

The sector undertook various training programs, including the following:

- 8 officers from UPS, and 1 from MoGLSD are currently undertaking Management courses at Uganda Management Institute.
- The Head PPU, ULRC attended a Policy formulation and Analysis course organized by ESAMI
- The Judiciary conducted 21 training workshops/seminars in various fields and for different categories of staff. In addition 8 members of staff were facilitated to pursue post graduate studies in Management and public administration.
- 5 Experts, 5 Laboratory Technicians, 2 Laboratory assistants were trained in use of the DNA Machine while 15 Technical Assistants attended a refresher courses in use of the GC/MC machine.
- 2 Middle command courses were conducted by UPF

iii Specialized Training

The Sector supported 1 officer from ULRC for an advanced degree in Legislative drafting; 1 officer from JSC for a master's degree in Business Administration; 3 JSC officers for Management courses; and 8 MoJCA officers for Advance degree training.

Progress in Commercial Justice Reform Programme

19. The first volume of the **Uganda Commercial Law reports** was published to improve quality and consistency of commercial judgments in all courts.
20. A number of initiatives were undertaken to ensure that the commercial court is accessible to all businesses and to ensure that the cases are handled expeditiously. For example consultancies on sustainable financing of the court, results oriented management and output oriented budgeting; review of the rules of procedure and establishment of a small claims court and establishment of court performances standards.
21. The commercial court was transformed into a **multi-door court house** with the expansion of mediation to include an in house option in addition to the court annexed programme run by CADER. Initial evaluation of in house mediation by the mediation registrar

- registered an average success rate of 60%. Drafting of rules to formalize the expansion of mediation, and make mediation a permanent feature of the procedure and practice at the commercial court following the cessation of the mediation pilot project was undertaken. Judgments of the court are available electronically at <http://www.commonlii.org/resources/2206.html>. Cause list are also distributed electronically by e-mails in addition to traditional hard copy method.
22. The launching of the 1st volume of the Commercial Law Reports was done on the 25th November 2005 by the Hon. the Chief Justice. 500 Volumes were printed and are now available for sale at Shs.100,000/- each and the 2nd Volume is almost ready for printing. At the same time case Law from the court is now available electronically on the internet.
 23. The backlog was reduced rapidly and by the reporting period the backlog i.e. cases with a lifespan in Court of more than 2 years were 378 that constitute 33.4% of the pending cases now 1132 as of 30th June 2006. There has been considerable reduction in time taken to process cases including delivering judgment to an average of 6.35 months for a sample of 40 cases (10 from each cases completed by a different Judge) taken from cases of 2005 and 2006. Court user guides were printed and distributed to various users.
 24. The JSC established **public complaints** systems through which it can receive and quickly process complaints with a view of improving quality justice. It also used radio jingles and television talk show to inform the public about the system. 36 courts countrywide were inspected covering Chief Magistrate, Grade I and II magistrates' courts.
 25. The URSB revised fees for its services rendered thus resulting into increased non tax revenue. 37 staff of the bureau undertook training to improve and ensure quality record keeping.
 26. Support to the ULS for internet connectivity allowed quick dissemination of cause lists to advocates and this has resulted in efficiency and reduction in costs of printing cause lists. Members of ULS, staff of MoJCA and the resource person were been supported to build their **capacity in commercial law and legal practice** through training and attendance of international conferences.
 27. The mandate of the Tax Appeals Tribunal is settling disputes arising out of tax matters. The focus of the sector with regard to the Tribunal has been on building capacity to better adjudicate tax disputes. The Tribunal has been able to procure the much needed laws, prepare law reports, organize sensitization workshop in Eastern Uganda and develop a website. In order to ensure speedy processing of information and judgments the Tribunal is aggressively computerizing and automating its case management system.

Program Management

- A Financial Management Specialist was recruited to assist the sector adopt and implement the Financial Management Strategy.
- During FY2005/06, a number of meeting were held by the Joint Leadership/Steering Committee(1), 20 Technical Committee (20) GOU-Donor Reviews(2)

Organizational Development

- **Sector wide and institutional strategic planning:** The sector developed and validated the second Sector Strategic Plan 2006-2011, which focuses on five prioritized key result areas over the medium term. The Sector also reviewed and reformulated the sector wide performance indicators

- The JLOS institutions were also facilitated to review/ develop their strategic investment plans aligned to the sector plan II. The development of the institutional investment plans will be concluded by end of January 2007.
- **JLOS Wide Survey:** The sector commenced sector wide baseline and follow up survey to provide qualitative and quantitative baseline data for the indicators that the sector has adopted.
- **Sector Wide Computerized Management Information System:** Institutions such as DPP, Judiciary and UPF continued to maintain and update their case management systems. The Judicial Service commission procured equipment for automation of the Public Complaints system, which has enhanced data capture, storage and retrieval

Non Tax Revenue

The sector continued to make contribution towards collection of non tax revenue (NTR). The sector's contribution to total NTR collection was 7.9 billion shillings which comprises 38.7% of the total NTR collections. This was through fees, fines, and sale of publications. The table below summarizes the NTR collection by institution between July 2005 to March 2006.

Table A: Non Tax Revenue July 2005 to June 2006

Institution	Projection	Amount Collected	Performance %age
Ministry of Internal Affairs		4,642,982,509	
Judiciary	935,236,000	839,375,285	89.8%
Police		2,672,471,000	
Prisons	2,000,000,000	2,100,000,000	
Ministry of Justice and Constitutional Affairs	2,066,339,000	1,465,240,464	70.9%
Uganda Law Reform Commission		199,900,000	
Judicial Service Commission		12,636,119	
Total		7,904,901,091	

CHAPTER III: OVERVIEW OF 2006/07 BUDGET ALLOCATIONS AND PERFORMANCE

The sector presents below a six month budget and physical performance for the first half of the financial year 2006/07.

3.1 Budget Performance July - December 2006

3.1.1 Recurrent Budget Half Year Performance (Shs. '000) of 2006/07 By Vote

Institutions	Wage			Non Wage Shs. (000)			Total Recurrent Shs. (000)		
	Approved	Released	%	Approved	Released	%	Approved	Released	%
MOJCA	1,300,000	742,582	57%	2,550,000	2,239,478	88%	3,850,000	2,982,060	77%
Min. of Internal Affairs	2,269,800	881,791	39%	19,010,000	7,542,792	40%	21,279,800	8,424,583	40%
Judiciary	9,970,280	5,028,640	50%	7,580,000	4,192,730	55%	17,550,280	9,221,370	53%
Uganda Police Force	50,110,000	22,866,105	46%	36,979,999	15,151,170	41%	83,530,000	38,017,275	46%
Uganda Prisons Service	14,040,000	7,861,576	56%	10,900,000	5,688,800	52%	24,940,000	13,550,376	54%
DPP	2,570,000	970,000	38%	1,480,000	465,000	31%	4,050,000	1,435,000	35%
JSC	500,000	156,061	31%	950,000	354,364	37%	1,450,000	510,425	35%
ULRC	380,000	189,996	50%	1,540,000	770,000	50%	1,920,000	959,996	50%
LDC	857,000	420,751	49%	323,000	80,749	25%	1,180,000	501,500	43%
Total	81,463,016	38,871,172	48%	78,287,000	36,422,355	47%	159,750,016	75,293,527	47%

MOJCA non-wage includes ex-gratia payment of Shs. 905m to Constitutional Review Commission staff and rent payment of shs. 698m.

3.1.2 Development Budget Half Year Performance (Shs. '000) of 2006/07 By Vote

Institutions	Dev't. (SWAP, CBP, & CJRP)			GoU Capital			Total	Total	%
	Approved	Released	%	Approved	Released	%	Approved	Released	
MOJCA	1,733,364	955,355	55%	0	0	N/A	1,733,364	955,355	55%
Min. of Internal Affairs	2,513,400	1,298,495	52%	570,000	67,000	12%	3,083,400	1,365,495	44%
Judiciary	2,334,000	1,054,048	45%	1,891,670	1,081,025	57%	4,225,670	2,135,073	51%
Uganda Police Force	2,798,564	1,096,285	39%	4,290,000	1,922,900	45%	7,088,564	3,019,185	43%
Uganda Prisons Service	3,462,079	1,266,998	37%	1,440,000	726,000	50%	4,902,079	1,992,998	41%
DPP	1,370,500	656,888	48%	290,000	145,000	50%	1,660,500	801,888	48%
JSC	495,000	255,000	52%	50,000	24,250	49%	545,000	279,250	51%
ULRC	832,500	430,000	52%	100,000	50,000	50%	932,500	480,000	51%
LDC	450,000	150,000	33%	0	0	N/A	450,000	150,000	33%
URSB	185,000	95,000	51%			N/A	185,000	95,000	51%
MoGLSD	270,000	140,000	52%			N/A	270,000	140,000	52%
MoLG	100,000	50,000	50%			N/A	100,000	50,000	50%
Uganda Law Society	165,000	70,000	42%			N/A	165,000	70,000	42%
Tax Appeals Tribunal	90,000	75,000	83%			N/A	90,000	75,000	83%
Land Tribunals Project			N/A			N/A	0	0	N/A
Chain Linked Initiative	550,000	231,500	42%			N/A	550,000	231,500	42%
Gender Working Group			N/A			N/A	0	0	N/A
CADER	310,000	150,000				N/A	310,000	150,000	48%
Publicity Committee			N/A			N/A	0	0	N/A
Programme Mgmt	1,230,593	606,266	49%			N/A	1,230,593	606,266	49%
Total	18,890,000	8,580,835	45%	8,631,670	4,016,175	47%	27,521,670	12,597,010	46%

3.1.3 Supplementary Releases of 2006/07 By Vote

Institutions	Arrears	
	Release	Reasons for Supplementary Release
MOJCA	1,905,000,000	Released for court Awards and compensations.
Min. of Internal Affairs		
Judiciary		
Uganda Police Force		
Uganda Prisons Service		
DPP	1,500,000,000	Hire of private lawyers for prosecution of cases
Total		

3.1.4 Special/Donor Projects Performance By Vote

Description	Institution	Budget	Released	Performance
Common Heads of Gov't Mtg	UPF	13,650,000,000	550,090,000	0.4%
Peace Recorvery and Dev't Plan	UPF	51,671,679,000	19,725,000,000	38.2%
Nuffic/NPT	UPF/UPS			
Danida-Judiciary programme	Judiciary	4,700,000,000	2,350,000,000	50%

3.1.5 Arrears Cleared By Vote

Institutions	Arrears	
	Amount	Items cleared
MOJCA		
Min. of Internal Affairs		
Judiciary		
Uganda Police Force		
Uganda Prisons Service	1,312,662,000	Utilities and prisoners food
DPP	321,000,000	Utilities (UTL & PBX installation)
JSC		
Total	0	

3.2. Physical Performance for Half Year (July - December) FY2006/07

This is the first year of implementation of the second strategic investment plan. Therefore performance is reported against the key result areas adopted by the sector.

Promote Rule of Law and Due Process

3.2.1.1. Certainty of the law and procedures ensured

The key challenges in promoting the rule of law include limited law revision and a slow law reform process. During the reporting period, 17 commercial bills were prioritised for immediate action in view of their relevance to enhancing investment and a regulatory framework for doing

business and private sector growth. Other pending bills specific to criminal justice and family justice reform were also prioritised for action. The following achievements were specifically registered:

- Principles underpinning 11 of those commercial justice bills¹ were considered and approved by Cabinet. The FPC and ULRC are drafting the bills in line with the approved principles. The study reports on the bills have been published.
- Four criminal justice bills that expired with the 7th Parliament i.e. the Penal Code Act Amendment Bill, Magistrates Courts Act, Trial on Indictment Act and Fines in Criminal Matters Amendment Bill were re-introduced in Parliament.
- The public were consulted on Domestic Violence through workshops. The workshops were also used to build consensus on the principles underlying the proposed law.
- Consultation papers were developed in preparation for consultations on legislation on HIV/Aids, Drug and Human Trafficking and criminalisation of Torture.
- The compendium of civil and criminal procedure and other laws; and the compendium of Commercial and Investment laws have been reviewed for publication in December. The revised laws 2001-2004 will also be published to ensure access to updated laws.
- The legislative tracking system is under installation. A web page has been designed and the data base realigned to highlight different processes in the legislative reform process.
- A draft national policy on Birth and Death Registration has been developed and awaits clearance by the MoJCA.
- Community Service has held a series of meetings to review the Community Service Act and Regulations,
- The Amnesty Commission has disseminated copies of the Amnesty Act to relevant stakeholders including Community leaders, heads of IDPs, opinion leaders and reporters.

3.2.1.2. Independence of the Judicial Process Fostered

Public Relations Officers have been established and operationalised in a number of JLOS institutions aimed at sensitising the public on the principles of the judicial independence among other functions.

3.2.1.3. Due Process enhanced

In enhancing due process, the sector will provide principal and subsidiary laws to judicial officers and officers of court. The Judiciary procured 30 sets principle law books and 5 sets of subsidiary laws for judicial officers and 15 sets of principal laws were provided to MoJCA.

3.2.1.4. Accountability and Ethics Enhanced across JLOS institutions

To strengthen accountability and ethics in JLOS, the sector strategy is to strengthen institutional disciplinary mechanisms. In this regard:

- The JSC procured equipment to automate its public complaints system.
- The back logged complaints before the Uganda Law Council from previous years is 213. Of 228 including backlogged cases heard by the ULC, 27% were concluded, showing an increase from the rate of 11% registered at December 2006.
- The Police Human Rights and Complaints Desk received 221 complaints of which 28.5% were investigated and concluded.
- The inspectorate of Courts carried out 24 inspections in magisterial areas countrywide and received and processed 115 complaints

¹Bills include Mortgages, Companies, Insolvency, Trade and Service Marks, Hire Purchase and Chattel Securities, Industrial Property, Geographical Indications Trade Secrets, Capital Markets and Contracts

- The final draft version of the anti corruption strategy by JSC awaits approval at institutional level before discussion and adoption at sector level. The Judiciary on the other hand has produced 15,000 anti corruption posters and are due for distribution to stakeholders.
- The UPS issued an Administrative Instruction on zero tolerance on escapes. The instruction has been streamlined in all UPS processes when handling of escapes and requires those in charge should report all escapes to Police. The UPS has also established a public complaints system where complaints against Prisons officers working at Courts can be lodged.
- The Uganda Law Council is required to draft regulations to govern legal practitioners and legal aid service providers. So far, Draft Advocates (Professional Conduct) Regulation were finalised and are due for publication

3.2.2 Foster a Human Rights Culture across JLOS institution

3.2.2.1 Human rights awareness and practice enhanced

The sector approach to human rights awareness is to train and sensitise its staff on human rights. The Prisons service in particular has used morning parades to conduct their human rights awareness programs in all prisons units for both offenders and staff. UPS also revitalised human rights committees at all levels of administration to identify and address human rights violations.

3.2.2.2 Incidence of specific human rights violations reduced

The sector has registered the following progress:

- Finishing works on construction of juvenile cells in Kitgum, Pader, Katakwi and Kaberamaido is ongoing to provide cells and prevent holding juveniles with adult offenders.
- Construction and repair of the poor sewage disposal systems in Entebbe and Katwe Police Barracks have commenced.
- An overhaul of the sanitary systems in Tororo and Mbale prisons is almost complete, and construction of prisons in Ibuga and Namalu is still ongoing. In conjunction with the International Committee of the Red Cross, the UPS conducted a technical assessment study of infrastructural need of 10 prisons.

3.2.2.3 Conducive environment for human rights CSOs to effectively participate in JLOS fostered

- The sector has identified CSOs to participate at the working group level including those involved in human rights work e.g. FHRI. The framework for cooperation between JLOS and the UHRC was adopted in December 2006.

3.2.3 Enhance Access to Justice for All especially the poor & marginalised

3.2.3.1 Rationalised physical access and availability of JLOS institutions and functions ensured

- UPF Coordination office for north and north-eastern Uganda was established in Lira. 42.5% of 4,000 ASTU personnel have been recruited for deployment in 10 sub-counties of Teso and Lango sub regions. 2,000 SPCs were also recruited and are undergoing training in Masindi. They will man 100 Police Posts at the sub county level in LRA affected areas.
- Construction of regional officers and stations e.g. Kapchorwa Police Station & Hoima Regional Police Hqs. Construction of courts in Busenyi, Kisoro, Pallisa & Kapchorwa is ongoing, while rehabilitation of Kamuli and Soroti Courts have been completed.
- Construction/renovation of prison wards: construction /renovation works have commenced in Nakasongola. On the other hand architectural plans and designs are ready for Ruimi, Soroti, and Tororo for prisoners and staff accommodation.

- Construction / remodelling of Government Analytical Laboratories at Mbale & Mbarara have commenced. Construction of border points at Malaba, Oraba & Mirama Hills is on going.
- Clearance for recruitment of 500 waders/wardresses planned last Financial Year was obtained from the Ministry of Public Service and MoFPED.
- Restructuring of the Immigration Department following its elevation to a directorate has been finalised.
- Various trainings have been conducted in various institutions such as GAL, CSP, Immigration, Police, Prisons, Amnesty,
- Revitalization of birth and deaths registration programme will extend to 39 districts with support from UNICEF, UNFPA and Plan (U). Amendment of the Birth & Death Registration Regulations will increase the number of gazetted districts for registration.
- Procurement of vehicles /motorcycles for various institutions is in progress. Community service has procured 5 motorcycles for district operations.
- Computers and accessories: CSP- 5 computers

3.2.4 Financial bottlenecks hampering access to justice minimised

The sector in conjunction with the Legal Aid Basket Fund has discussed the Para legal Advisory Services strategy for the next three years.

3.2.3.2 Court performance and use of innovative approaches to enhance justice

- **Court performance:** As at December, 2006, the total number of cases at all court levels showed that 65,642 cases were brought forward from 2005 and 57,884 were registered in 2006. Of the total case load, 51,188 were completed and 72,158 are pending. Therefore the Judiciary disposed 41% of its cases as shown below:

Level of court	B/forward from June 30th 2005	Registered during the FY 2006/07	Cases c/f , and new case registered	Cases completed	Status as at 30th June 2006
	(a)	(b)	(c) = (a) + (b)	(d)	(e) = (c)-(d)
Supreme Court	101	15	116	12	104
Court of Appeal	1,354	437	1,791	292	1,499
High Court	16,705	3,769	20,474	2,126	18,348
Chief Magistrate	33,095	10,541	43,636	9,299	34,337
Magistrate G1	11,727	9,100	20,827	8,962	11,865
Magistrate G2	3,612	2,612	6,224	2,633	3,591
Total load	66,594	26,474	93,068	23,324	69,744

- **Sessions:** The High Court carried out 16 out of 37 planned sessions during the year in the following areas: Kampala, Jinja, Masindi, Nakawa, Arua, Soroti, Fort Portal, Masaka, Gulu, Rukungiri, Mukono, Bushenyi. Of 869 cases heard, 334 comprising 38.4% of the cases were disposed. Ten sessions involving 535 cases are still ongoing. In support of the High Court sessions, the UPF completed investigations of 182 cases and conducted witness summons to High Court sessions in Mukono, Mbale, Arua, Fort Portal, Kampala, Rukungiri, Mbarara, Bushenyi, Masaka, Gulu and Tororo. Only 6 sessions of the 48 planned criminal sessions at the Chief Magistrates Courts were held in Jinja, Tororo, Mbale, Hoima, Nakawa and Mukono and involving 148 cases. Continuing with the trends in the session systems, assuming that 30

sessions are held per year, with 30 cases each, it will take 5.3 years to dispose 4,763 committed persons.

- **The chain linked Initiative:** The Chain Linked Initiative Advisory Committee, Technical Committee, and Case Management Committees at district level continued to meet aimed at improved coordination, communication, and corporation among justice agencies.

3.2.4 Quality of Justice delivered enhanced

A mini Prisoner Census was conducted in September 2006, and revealed that:

- The percentage of prisoners on remand reduced from 60% in September 2005 to 58% in September 2006. The rate growth of prisoners per month also reduced from 10% to -4%.
- Following the revised constitutional periods on stay on remand, 13% of non-committals had stayed beyond 180 days, while 32% of the petty offenders had stayed beyond 60 days. The increased level of non compliance with the constitutional standards stems from the 50% reduction in the number of days in which suspects can stay on remand at different levels.

3.2.4.1 Technicalities that hamper access to justice minimised

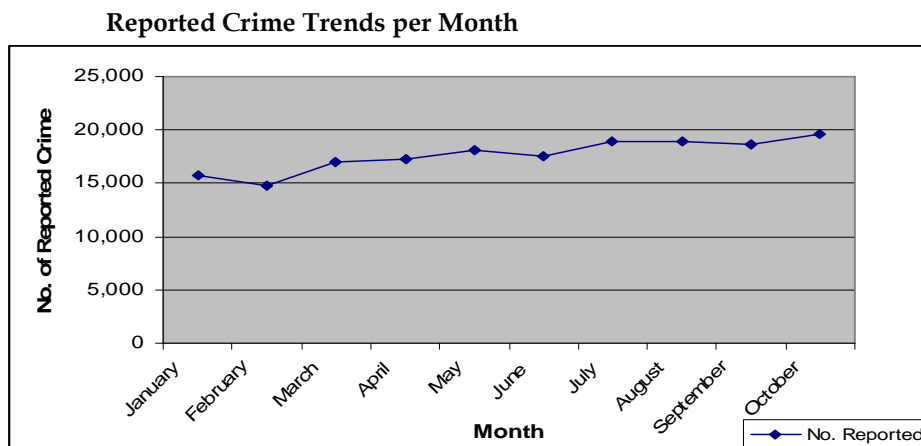
The sector through JSC has achieved the following:

- Held 10 district workshops in Gulu, Amuru, Moyo, Adjumani, Wakiso, Nakasongola, Jinja, Kamuli, Bushenyi and Ntungamo. 24 sub county workshops were also held in Gulu, Lira and Apac. LC members, CSOs and sub country leaders attended.
- The Citizens Handbook was produced and popularised into 14 pamphlets showing the role of each of the 13 justice institutions in administration of justice. One pamphlet is specific to the role of CSOs in administration of justice.

3.2.5 Reduce incidence of crime, promote Safety of the Person and security of Property

3.2.5.1 JLOS Response to crime enhanced

The total reported crime between January and December 2006 was 176,554 averaging at 16,050 per month as illustrated:



Obtained from the Crime Statistics Data Base (CID)

Theft, common assault and defilement were the highest registered crimes with Eastern, Northern, South western, Central and Kampala extra reported with the highest crime. In strengthening police responsiveness to these levels of crime:

- The UPF conducted 48 courses for 2,763 personnel, both locally and abroad in communication, surveillance, investigative and management skills to build capacity of the force. 24 Police Patrol vehicles were delivered to enable mobility of the force.
- The strength and capacity of the CID was increased with induction of 40 officers, resulting into reduction in the case load per officer.

3.2.5.2 Recidivism rates reduced

Over the period, the UPS continued with social rehabilitation and reintegration of offenders in their local communities. Prisoners also continued to receive vocational training in carpentry, tailoring and metal works in various workshops.

3.2.5.3 Crime prevention strategies developed and implemented

- Four community policing workshops were held in Soroti, Tororo, Kasese and Kabale as a medium through which communities are informed and encouraged to participate in crime prevention and reporting of crime.
- Automation of the Companies' Registry will also minimise chances for forgeries and crime.

3.2.6 JLOS Contribution to Economic Development

3.2.6.1 Conducive strategies developed and implemented to support production, competitiveness and wealth creation

- The Commercial Court conducted in-house mediation to address case backlog in the Commercial Court. As at December 2006 the number of pending cases was 1,215 while 1,876 cases were disposed including cases brought forward from 2005. This places the disposal rate for the Commercial Court at approximately 61%.
- Construction of the multi purpose built commercial court will resume in January 2007 after the waiver from PPDA to re-tender the contract is obtained. Rules to formalise mediation as a permanent feature of the procedure and practice at the commercial court await review by the Rules Committee.
- The URSB has automated the Companies Registry following the establishment of a computerized index where all files have been captured by data entry clerks. 35 staff of the URSB have also undergone training in use of computers and management of electronic records, to sustain the automated system. This has improved security of records because it offers another method of information storage that is less prone to forgeries and loss of documents.
- Six state attorneys of the URSB were trained in Intellectual Property laws and registration procedures to enhance capacity with the Bureau. Private and public sector legal practitioners underwent training organised by the ULS in thematic areas of commercial law
- User's committee meetings of the URSB and the Commercial Court were convened to discuss concerns and obtain solutions with input of its users. The commercial court launched a customer's charter in December 2006 to inform the customers on the type of services it provides.
- 162 cases valued at shs.115,700,000,000/= were registered with the Tax Appeals Tribunal as at December 30, 2006 out of which 63% of the cases were disposed.
- To ensure faster disposal of matters the Tribunal will develop its own rules of procedure to reduce on technicalities that the currently applied Civil Procedure Rules present.
- The Tribunal developed brochures on its services and held regional workshops to create awareness on tax payers rights and obligations under tax administration
- Tax Appeals Tribunal's decisions and Judgements of the Commercial matters have been posted on their web sites: www.tat.co.ug

3.2.6.2 Non Tax Revenue Increased

The total NTR collected in respective periods, between July and November 2006 stand as follows:

No.	Institution	Period	Amount shs'000
1.	URSB	July to October 2006	609,877
2.	UPF	July to October 2006	1,028,341
3.	Judiciary	July to December 2006	478,979
4.	UPS	July to December 2006	649,800
5.	MIA	July to December 2006	
6.	MoJCA	July to December 2006	500,000
7.	ULRC	July to November 2006	296,000

3.2.6.3 Efficiency Savings

- **UPS:-** Increased farm machinery has increased acreage from 1,300 per season to 1,600 acres. This has resulted into increased production to a tune of 30,000 bags of maize per season enough to feed 20,000 prisoners for 4 months. It has also reduced the number of hours of work by prisoners from 6 hours in May 2006 to 5 hours at November 2006.
- **Court Awards and Compensation:** A draft report of the financial and legal audit into court awards and compensations against Government of Uganda has been submitted. The MoJCA is reviewing the report for further input before its validation at a wider stakeholder forum.

3.3 Programme Management

3.3.3 Second JLOS Strategic Investment Plan 2006-2011

- The SIP, II was adopted in August 2006 as the sector strategy for the next five years. The institutional plans aligned to the sector plan will be completed by January 2007.
- The JLOS brochure was revised following changes in the sector focus and strategic areas of intervention. It will be printed in January 2007.

3.3.4 Sector wide Survey

The sector wide survey is underway to provide baseline data that will inform setting of targets for each sector wide indicator for JLOS M&E.

2.6.3. Annual PEAP Integrated Review (APIR) Process

- Under the Annual PEAP Integrated Review process, the JLOS and OPM analyzed the sector M&E framework to show its link to the national system.

2.6.4. Integrated Studies in Land and Family Justice

The sector has commenced procurement of services to conduct an integrated study in land and family justice. It will cover existing law, policy, institutional framework, constraints and gaps to inform a prioritised, sequenced programmatic intervention for reform. The draft study report should be presented in May 2007 to inform planning for FY2007/2008.

2.6.5. Constitution of Committees and Working Groups

The Technical Committee and working groups have been re-constituted with new institutional representatives who meet the levels provided under SIP, II. Induction programme for the newly constituted Committee and five thematic working groups has been drawn.

CHAPTER IV: SECTOR BUDGET PRIORITIES FOR THE MEDIUM TERM

4..0 Introduction

The role of the JLOS to promote the rule of law, increase public confidence in the Justice system, and to enhance the ability of the private sector to make and enforce commercial contracts. In the medium term, JLOS will focus on enhancing access to justice in four focus areas of Commercial, Land, Family and Criminal Justice. Interventions in these areas are aimed at ensuring *justice for all*.

The Sector recognizes that the people's needs and aspirations of the justice system are closely intertwined with their livelihood opportunities. For example obtaining a speedy and fair remedy in a land dispute, a safe and value-free forum to be heard in a domestic violence case, being informed and consulted as a victim in a criminal case, and settlement of contractual disputes all happen in people's daily lives.

Secondly reforms in the Justice Law and Order Sector (JLOS) have a direct bearing on improvements in the macro economic environment in which businesses operate and have a positive and indirect contribution to make to the growth of other key sectors of the economy such as Agriculture, industry/manufacturing, services and tourism

In the medium term and with special focus to FY 2007/2008 which is the second year of implementation of sector strategic plan II the priorities adopted by the sector include-

4.1.0 Sector priorities

- i. Reform and revision of key laws
- ii. Reduction of case backlog
- iii. Faster disposal of cases and matters
- iv. Improved processes to minimize the cost of doing business
- v. Reduction of crime prevalence
- vi. Reduction in the remand period
- vii. Reduction of specific human rights violations
- viii. Improved service delivery in conflict affected areas
- ix. Rehabilitation of offenders/diversion of juveniles from justice system
- x. Enhance legal and civic awareness
- xi. Integration of cross-cutting issues such as Gender, HIV/AIDS
- xii. Strengthening of JLOS institutions, and intra-sectoral & inter-sectoral linkages

4.1.1 Criteria for Annual Planning and Prioritisation

- ✓ Priority will be accorded to reform as opposed to routine delivery of services
- ✓ Activities that demonstrate sector wide benefits/impact outside the actual institution will be prioritised
- ✓ Activities that address identified demand side challenges with regard to the KRA shall carry more weight
- ✓ Resources will be allocated to activities that promote service delivery in conflict affected areas with a minimum of 30% investment (conflict areas include West Nile, Lango, Acholi, Karamoja and Eastern Uganda)
- ✓ activities prioritised will have to address identified strategy and implementation weaknesses under SIP I
- ✓ Resources will be allocated to institutions based on comparative advantage of each institution to the objectives and focus areas
- ✓ A minimum allocation of 10% of sector fund to each focus area shall be made

- ✓ A minimum allocation of 50% of Sector wide fund will be made towards improving processes
- ✓ institutional allocation will be based on sector priorities
- ✓ Planning for activities will consider progress of similar and earlier planned activities and any savings will comprise the subsequent FYs resource envelop
- ✓ Sustainability of investments in view of impact on recurrent expenses will also be considered.

4.1.2 Sector Priority Interventions in the medium term

4.1.2.1 Promote Rule of Law and Due Process

- ✓ Law reform and law revision
- ✓ Activities that promote staff accountability for results e.g. Enforcement of Codes of Conduct; Functionality of Complaints Systems
- ✓ Internal competency building on rule of law and due process
- ✓ Case law reporting
- ✓ Capacity building in law reform & legislative drafting. Phase out legislative drafting experts & increase local capacity
- ✓ Simplification of laws and procedures

4.1.2.2 Foster a Human Rights Culture across all JLOS institutions

- ✓ Human Rights training and integration in JLOS Service Delivery (RBA)
- ✓ Improve living conditions of JLOS staff (Uganda Police Force & Uganda Prisons Services); and for adult and juvenile offenders
- ✓ Reduce prison congestion & average length of stay on remand
- ✓ Pilot police stations to model target standards for sector service delivery

4.1.2.3 Enhance Access to Justice for all particularly for the Poor and Marginalized

- ✓ Rationalized de-concentration of services through
 - infrastructural development and institutional re-tooling
 - phased recruitment and training of staff to address ratios of distribution of JLOS personnel to the population and to reduce case loads per staff.
- ✓ Reduce Case Backlog through agreed strategy/plan
- ✓ Strengthen Chain Linked Program at local levels
- ✓ Ensure and strengthen Legal Aid Services
- ✓ Strengthen Local Council Courts
- ✓ Ensure and strengthen Alternative Dispute Resolution mechanisms
- ✓ Support to alternatives to custodial sentences e.g. Community Service Program
- ✓ Civic Education and publication of information, communication and educational materials to address the demand side of justice
- ✓ Organization development of sector institutions

4.1.2.4 Reduce Incidence of Crime, Promoting Safety of the Person and Security of Property

- ✓ Strengthen crime investigation, detection & intelligence including re-organisation, recruitment & capacity building
- ✓ Develop national campaigns against specific crimes e.g. Child related
- ✓ Community Policing
- ✓ Strengthen prosecutions including recruitment & training
- ✓ Support to Offender Rehabilitation Programmes
- ✓ Establish System Tracking of offenders
- ✓ Strengthening URSB (safety/security of docs)

4.1.2.5 Enhance JLOS contribution to Economic Development

- ✓ Pilot small claims and fast tracking mechanisms
- ✓ Strengthen User Committees
- ✓ Strengthen commercial justice structures such as the Uganda Registration Services Bureau with full autonomy
- ✓ Specialized training of lawyers in public and private practice in commercial justice
- ✓ Domestication & harmonization of laws at national, regional and international levels
- ✓ De-regulation

4.1.2.6 Program Management

- ✓ Coordination and facilitation of sector wide approach
- ✓ Publicity and management of relations
- ✓ Monitoring and Evaluation
- ✓ Undertake Studies
- ✓ Commission Research
- ✓ Change Management in the Sector
- ✓ Capacity building for PPU staff and sector secretariat staff

4.1.3 Strategies to attain JLOS Objectives

- ✓ Strengthen advocacy to promote and enlist political support for JLOS reforms
- ✓ Integrate cross-cutting issues
- ✓ Enhance inter-sectoral linkages
- ✓ Ensure effective participation of the Private Sector and CSO's
- ✓ Enhance community involvement in JLOS operations
- ✓ Enhance service delivery in conflict affected areas
- ✓ Re-organize and strengthen institutions
- ✓ Develop innovative and achievable strategies & plans

CHAPTER V: EXPECTED OUTPUTS, PERFORMANCE INDICATORS AND PLANNED ACTIVITIES FOR THE MEDIUM TERM

In line with the sector priorities, highlighted in Chapter IV, the sector has prioritized activities for the medium term and the related expected outputs as detailed in the table below.

Priority Outputs	Performance indicator(s)	Planned Activities
1: Promote Rule of Law and Due Process		
1.1. Ensure Certainty of Laws & Predictability of Procedures	No. of prioritised bills passed into law	<ul style="list-style-type: none"> Implement Strategy on Expediting Law Reform (advocacy and lobbying)
	Laws for reform prioritised and clustered	<ul style="list-style-type: none"> Cluster and prioritize laws for reform bearing in mind intended studies in land and family justice
	No of draft bills and policy proposals	<ul style="list-style-type: none"> Reform of 20 laws over 5 years
	No. of prioritised bills and Acts published	<ul style="list-style-type: none"> Publication of 48 Bills and Acts
	Laws revised, published and access to the law enhanced	<ul style="list-style-type: none"> Publishing revised laws and reprint of 7th Edition
	Enhanced capacity in legislative drafting	<ul style="list-style-type: none"> Legislative drafting Experts
	Enhance Skills in law reform and law revision	<ul style="list-style-type: none"> Specialized training for Law Reform and Law Revision, and law reporting
	Law reports (1952- 1990) produced	<ul style="list-style-type: none"> Establish a functional modern printing press
	Commercial Law reports (2002-2004) produced	<ul style="list-style-type: none"> Production of Commercial Law Reports
1.2. Foster Independence of the Judicial Process	Proposal developed and approved	Advocate for recruitment of non Judicial Officers in the Judiciary by the JSC and not PSC Rule of Law Committee
1.3 Enhance Due Process	improved efficiency and effectiveness	Develop / Review and Implement <ul style="list-style-type: none"> Codes of Conduct; Performance Standards; Procedure Manuals
	<ul style="list-style-type: none"> Strengthened sector wide inspection function Strengthened supervision and improved operations of court bailiffs/Brokers 	Develop and implement inspection guidelines <ul style="list-style-type: none"> Develop guidelines Pass Court Bailiffs Bill into law Sensitize bailiffs/brokers monitor adherence to guidelines
	Technicalities to Justice reduced	Simplify, publish and disseminate the Constitution and Penal Code Act and translate into 5 Local Languages
	Increased government departments' compliance with the law	Hold 4 regional workshops on contractual obligations

Priority Outputs	Performance indicator(s)	Planned Activities
	Competency building on due process and constitutional standards	Procure 100 Principal and subsidiary law books for <ul style="list-style-type: none"> • CID • Judicial Officers • Officers of Court
		Procure 10,000 Pocket Books for police
1.4. Enhance Accountability and Ethics in JLOS institutions	Enhanced coordination and promotion of accountability	<ul style="list-style-type: none"> • Develop and implement framework for cooperation with accountability sector
	Lessened fiduciary risk in JLOS management	<ul style="list-style-type: none"> • Review and implement financial management strategy
	Improved pay by a minimum of 50%	<ul style="list-style-type: none"> • Document existing and proposed pay reform structures and lobby for pay reform
	Certainty of procedures increased	<ul style="list-style-type: none"> • Develop simplify and disseminate JLOS wide user guides and translate into 5 languages
	Clear Backlogged cases by 100% and improve disciplinary mechanisms for Advocates	<ul style="list-style-type: none"> • Review and strengthen the Law Council case management system
	Strengthen supervision of legal practitioners and Para legals	<ul style="list-style-type: none"> • Support to Uganda Law Council
	Reduction in perceived corruption	<ul style="list-style-type: none"> • Adopt and implement the JLOS Anti Corruption strategy
	Strengthen Investigations and Prosecution of Corruption Cases	<ul style="list-style-type: none"> • Support to DPP and CID under Millennium Challenge Account
	Internal accountability enhanced	<ul style="list-style-type: none"> • Streamline JLOS institutional complaints systems
	Public Complaints system strengthened	<ul style="list-style-type: none"> • Reinforce JSC Complaints systems
2: Human Rights Culture Fostered Across all JLOS Institutions		
2.1. Enhance human rights awareness and practice at institutional and sector level	Human Rights principles integrated into training programmes	<ul style="list-style-type: none"> • Integrate human rights principles in all training and induction
	Human rights based approach to service delivery promoted	<ul style="list-style-type: none"> • Undertake phased sector wide training in Human Rights/Rights Based Approach to service delivery
	Curriculum relevant to J/LOS needs.	<ul style="list-style-type: none"> • Strengthen training schools and undertake training for Police, prisons and LDC
	A rights based approach to service delivery promoted	<ul style="list-style-type: none"> • Develop and implement sector wide policy/strategy on RBA to service delivery
2.2. Reduce Incidence of specific human rights violations	Framework for cooperation developed	Develop a framework of cooperation with UHRC/Security Agencies
	Minimum standards and strategies for implementation developed	Develop and implement a consolidated JLOS wide strategy on minimum conditions in reception/detention facilities in UPF, UPS, Judiciary, Remand homes

Priority Outputs	Performance indicator(s)	Planned Activities
	83% of warders/warderess currently not accommodated, housed	Construct accommodation for 400 warders/wardresses p.a for UPS
	41.7% officers currently not accommodated, housed	Construct accommodation for 500 police men/women p.a for UPF
	Sanitation Improved	rehabilitation of sewerage of 5 major Police barracks
	Sanitation Improved	rehabilitation of sewerage of 5 major Prisons
	Congestion reduced	Renovation of 75 wards and expansion of a female ward
	secure structures	15 wards renovated
	Improve access to juvenile homes	Renovation and maintain 1 Regional reception centre p.a
	Reduce cost of feeding prisoners	Set up 60 Energy Saving Stoves
	Water and health rights of prisoners addressed	Develop and promote cross sectoral coordination with MoWLE, MoH
	Reduce distance walked to court to 5km on average and ensure court attendance Ref to Case Backlog Reduction Plan	Procure 20 trucks, 10 pickups and 1 bus
	Sustainability of food production in prisons	Prisons Farms Project
	Respect of medical rights	Procure diagnostic equipment
	Welfare of prisoners maintained	1. Provide 2 uniforms per prisoner and 2. Replace 10,000 blankets & mattresses
	Pilot model Police Stations	Construct/modify existing police stations into 4 model police stations with key features, including 2 from conflict affected areas
	Registration of births and deaths countrywide	Roll out of revitalization or registration of births and deaths
		2 Ambulances for victims of accidents
2.3. Foster Environment for Human Rights NGOs and Private Sector to effectively participate in JLOS	Framework of cooperation established	Develop, adopt and implement partnership principles for JLOS with CSO and Private Sector
	Strategic participation of CSOs/Private sector in JLOS and vice versa	Identify, develop and sustain strategic partnerships with CSOs and private sector through formal structures at local, regional and national levels
3: Enhance Access to Justice for all Especially the Marginalized and the Poor		
3.1. Ensure more rationalized physical access and availability of JLOS institutions at administrative level and based on demographic factors, in a phased manner countrywide	A sector data bank of JLOS presence, skills and equipment established to inform resource allocation	Collect data and map existing JLOS structures, staffing needs versus capacity and transport and equipment needs country wide and establish need
	Distance to JLOS institutions/services reduced	Construction
	Policy adopted and implemented	<ul style="list-style-type: none"> Develop criteria and policy to inform rationalized physical presence

Priority Outputs	Performance indicator(s)	Planned Activities
	Reduction in rental cost by 100% for MoJCA, DPP, JSC, ULRC,	<ul style="list-style-type: none"> JLOS house -Preliminary works including architectural drawings
	Commercial court	<ul style="list-style-type: none"> Complete construction of Commercial Court
	Courts built	<ul style="list-style-type: none"> 22 magistrates courts over 5 years
	Regional offices	<ul style="list-style-type: none"> 3 regional MoJCA offices over 5 years
	CADER services permanently housed in Kampala	<ul style="list-style-type: none"> Construction of a CADER office
		<ul style="list-style-type: none"> Ten DPP offices 2 per FY
		<ul style="list-style-type: none"> Five Prisons to accommodate 250 prisoners each
		<ul style="list-style-type: none"> Three Regional GAL Laboratories
		<ul style="list-style-type: none"> Five Entry and Exit Border Points at 1 per FY
	Plan developed	<ul style="list-style-type: none"> Develop a prioritised costed plan for Local Administration Prisons and Police
		<ul style="list-style-type: none"> Undertake study to determine requirements for Probation and Welfare Officers
	Students housed	<ul style="list-style-type: none"> Complete construction of blocks at LDC
	Increased staff numbers efficiency, effectiveness of service delivery	Annual Recruitment and Training
	Improved ratio of Police: Population to 1:732;	<ul style="list-style-type: none"> Recruit and train 1000 police officers p.a
	Improved ratio of staff prisoner to 1:3	<ul style="list-style-type: none"> Recruit and train 500 prison warders/ wardresses/social workers
		<ul style="list-style-type: none"> .Recruit and Induct 15 state attorneys (MoJCA)
	Fill established posts - 100%	<ul style="list-style-type: none"> Recruit and Induct 30 State Attorneys (DPP) Train Probation and Welfare Officers Recruit and train Immigration Officers Recruit judges(2SC; 4CA 5HC, 6CM and 20 MG1) Train judicial and non judicial officers .Recruit and train 4 Officers for CADER Establish 50 land tribunals
	Enhanced JLOS service delivery	Transport
	35 Police Patrol vehicles	<ul style="list-style-type: none"> Policing
	5 vehicles	<ul style="list-style-type: none"> Policy Planning Units
	3 vehicles	<ul style="list-style-type: none"> Civic Education
	2 Vehicles 10 motor cycles	<ul style="list-style-type: none"> Immigration and Border Control
	20 Motorcycles	<ul style="list-style-type: none"> Community Service
	25 vehicles	<ul style="list-style-type: none"> Court Attendance state attorneys
	35 vehicles	<ul style="list-style-type: none"> Transport for Chief Magistrates
	2 Vehicles	<ul style="list-style-type: none"> Advocacy and law reform
	3 Vehicles	<ul style="list-style-type: none"> Inspection of courts
		Communication
	Improved communication	<ul style="list-style-type: none"> Policing Security and Tracking

Priority Outputs	Performance indicator(s)	Planned Activities	
		<ul style="list-style-type: none"> Immigration 	
		Management Information Systems	
	Harmonized data formats and improved information flow across JLOS		Improve manual information management systems
			<ul style="list-style-type: none"> 1. Automation of URSB
			<ul style="list-style-type: none"> 2. Automation of Prisoners Records
			<ul style="list-style-type: none"> 3. Automation of Administrator General's Department
			<ul style="list-style-type: none"> 4. Upgrading and rolling out court case administration system
			<ul style="list-style-type: none"> 5. Automated sector wide data base on case backlog reduction in civil matters
	<ul style="list-style-type: none"> 6. Automated sector wide data base on case backlog reduction in criminal matters 		
	<ul style="list-style-type: none"> Automation of exhibit management systems 		
Daily and routine operations enhanced		<ul style="list-style-type: none"> Computers, photocopiers, fax machines and accessories 	
		Furniture	
	Newly built offices furnished	<ul style="list-style-type: none"> 1. New appointments and recruits 2. Furniture for new offices and courts 	
			<ul style="list-style-type: none"> 3. Storage
			Other Equipment
		<ul style="list-style-type: none"> Finger printing Equipment for GAL Farm equipment and implements 	
	Capitalization of Prisons farms for 100% sustainability in Prisons food production	<ul style="list-style-type: none"> Six tractors with ploughs for 2 Prisons Farms 	
	Improved operations	<ul style="list-style-type: none"> Office equipment 	
3.2. Minimize Financial Bottlenecks hampering access to justice	National framework for legal aid services and victim assistance programmes developed	Develop and implement a national policy and costed plan and national framework on legal aid	
		<ul style="list-style-type: none"> Evaluate the state brief system and develop a prioritised costed plan 	
		<ul style="list-style-type: none"> Develop a prioritised, sequenced and costed work plan for pro bono services 	
		<ul style="list-style-type: none"> Study impact of bail practices and fees on access to justice 	
		<ul style="list-style-type: none"> Draft and implement regulations to monitor standards of LASP and Para legals 	
3.3. Promote Alternative dispute resolution and innovative approaches to enhancing justice	Enhanced use of ADR	Roll out Mediation Pilot Project	
	Policy formulated and adopted	Develop and implement policy on use of ADR in all 4 focus areas including regulatory framework and standards	
	ADR in other areas of justice piloted	Pilot use of ADR in criminal, land and family justice and extend use of ADR in commercial justice Initiate other new pilots	
	Awareness and appreciation of ADR increased	Public awareness of ADR	

Priority Outputs	Performance indicator(s)	Planned Activities
	Targeted staff trained in mediation/arbitration in a phased manner	<i>Training Targeted Groups in ADR skills in a phased manner</i>
		<ul style="list-style-type: none"> • 1. Lawyers
		<ul style="list-style-type: none"> • 2. Neutrals
		<ul style="list-style-type: none"> • 3. Family and Child Protection Unit Officers
		<ul style="list-style-type: none"> • 4. Judicial Officers
		<ul style="list-style-type: none"> • Judicial Officers
		<ul style="list-style-type: none"> • 5. Probation and Welfare Officers
		<ul style="list-style-type: none"> • 6. Land Tribunals
	Access to justice for juveniles	<ul style="list-style-type: none"> • Evaluate and Roll out juvenile pre trial diversion programme
		<i>National Community Service Program</i>
		<ul style="list-style-type: none"> • 1. Issuance & supervision of orders
		<ul style="list-style-type: none"> • 2. Raise awareness of community service to the public; Judicial officers; Prison staff; Probation & Welfare staff and remand prisoners
	<ul style="list-style-type: none"> • 3. Train supervisors to offer guidance to offenders 	
Coordination, Cooperation and Communication among JLOS agencies involved in the administration of justice at District level strengthened	<i>Chain Linked Initiative</i> 1. Evaluate chain linked initiative and consider lessons learnt 2. Hold JCC meetings at district and national level	
Case backlog reduction	<i>Case backlog Reduction</i>	
		<ul style="list-style-type: none"> • 1. Implement case backlog reduction plan • 2. Evaluate case backlog reduction program in criminal justice and consider lessons learnt • 3. Establish case backlog definition in all focus areas and develop a prioritized & focused workplan and revise, adopt and implement strategy to reduce case backlog • 4. Review of session system • 5. Evaluate effectiveness, efficiency and impact of mini sessions (plea of guilty) with a balance to quality of justice • 6. Countrywide roll out of pilots e.g. sessions
	Minimize legislative sanctions as a mode of social control	Redefine jurisdiction and sanctions (refer to KRA1)
3.4.Strengthen the capacity and role of Executive Committee Courts in easing access to justice	JLOS linkage and coordination with MoLG on LCC strengthened	<ul style="list-style-type: none"> • Establish a systematic coordination mechanism between JLOS and MoLG
	Functional supervisory framework established and performance of LCC reviewed and operational	<ul style="list-style-type: none"> • Review and operationalise a Judiciary supervisory framework for LCC

Priority Outputs	Performance indicator(s)	Planned Activities
	No of ToTs and LCC officials trained	<ul style="list-style-type: none"> Train ToTs and LCC officials from 6 districts and disseminate training guidelines, targeting LC3 level
		<ul style="list-style-type: none"> Integrate Juvenile justice into LCC ToTs Training manual
3.5.Enhance Quality of Justice	Rationalised planning and budgeting enhanced	<ul style="list-style-type: none"> Integrate Chain linked and Case backlog into JLOS processes Train JLOS staff on cross cutting issues e.g. HIV/AIDS, gender, poverty
	HIV/AIDS and Gender mainstreamed into JLOS	<ul style="list-style-type: none"> Implement national HIV/AIDS and gender policies
	Administration of justice improved and efficiency gains generated	<i>Organisational development</i>
		<ul style="list-style-type: none"> 1. Enforce minimum standards of service delivery
		<ul style="list-style-type: none"> 2. Review and reform operational systems
		<ul style="list-style-type: none"> 3. Evaluate and integrate existing pilots e.g. Police Fleet vehicle information management system, proactive case management
		<ul style="list-style-type: none"> 4. Establish a sector wide assets register
		<ul style="list-style-type: none"> 5. Review quality management systems
		<ul style="list-style-type: none"> Establish and strengthen institutional help desks Strategic Planning
	Public informed and empowered on substantive and procedural law aspects	<i>Civic Education focusing on sector wide administration of justice</i> <ul style="list-style-type: none"> 1. Radio and TV talk shows 2. Workshops 3. Publishing sector wide IEC materials e.g. posters, brochures
	JLOS contribution to the NCEP	Coordinate with the National Civic Education Program
	JLOS profile raised	Develop a prioritised sequenced and costed JLOS wide publicity strategy
Civil and criminal procedural rules simplified	Simplification and translation of simplified versions of law into 5 languages	
	Develop, publish and translate users guides into 4 local languages (refer KRA1)	
	Provide legal aid services to indigent persons	
	Link prisoners to the outside world and train social workers	
4: Reduce Incidence of Crime, Promote Safety of the Person and Security of Property		
	Case load per officer reduced to 1:18 p.a.	<i>Staffing</i> Induction of 200 CID officers from annual recruitments
4.1. Enhance JLOS response to crime	Specialized detective, investigative skills within institutions built	<i>Specialized training</i>

Priority Outputs	Performance indicator(s)	Planned Activities	
		<ul style="list-style-type: none"> • 1. CID officers, CFPU; • 2. fraud, ballistic, finger printing, and handwriting experts • 3. GAL staff • 4. Immigration staff in detecting fraud and drug/human trafficking • 5. specialized training for prosecution, judicial officers • 6. Prosecution and judicial officers <p><i>Procure investigative and surveillance equipment</i></p> <ol style="list-style-type: none"> 1. Assorted 2. 100 SOCO Kitts 3. 2 Video Spectra Comparator machine 	
4.2. Recidivism rates reduced	Framework established and functional	<ul style="list-style-type: none"> • Develop cross institutional framework to track history records and identification of offenders – UPF 	
	System for tracking offenders strengthened	<ul style="list-style-type: none"> • Improve juvenile and adult offender bio matrix for tracking offenders – UPS /MoGLSD • Support to juvenile rehabilitation programs – • Review, adopt and implement a strategy aimed at rehabilitation of offenders. • Promote social integration and rehabilitation of offenders • Strengthen formal educational programmes in Prisons with MoE • Separate petty offenders from hard core criminals (Linked with construction) 	
		Safety of the person and security of property increased	<ul style="list-style-type: none"> • Coordinate and partner with other security agencies and private security firms
		Strategic partnerships established	<ul style="list-style-type: none"> • Sustain frameworks with international organizations with a view to combating global crimes
		Community policing strengthened	<ul style="list-style-type: none"> • civic education under the Community policing programme
			<ul style="list-style-type: none"> • Roll out property marking equipment • Reinvigorate the function and role of Probation and Welfare officers in the administration of justice • Develop and implement a voluntary surrender program of illicit arms including public awareness
4.4. Safety of the Person and Security of Property enhanced	Threats identified to inform planning and budgeting	Define and prioritize threats to safety of the person and security of property	
	Framework for partnerships established and operational	Establish collaborative partnerships with CSOs, Private sector and local governments to foster safety of the person and security of property	
	Strategic link with OPM/Pillar 3 Develop	Link with Office of the Prime Minister and Contribute to realization of Pillar 3 of the PEAP	
		<p>Improve management of</p> <ol style="list-style-type: none"> 1. Traffic and road safety 2. Fire and Emergency Rescue 3. Water Safety 	

Priority Outputs	Performance indicator(s)	Planned Activities	
		4. Mobile Police Unit 5. Air wing	
5: JLOS Contribution to Economic Development			
5.1 Conducive strategies developed and implemented to support competitiveness and wealth creation	No of bills passed into law	Reform of 15 laws (commercial and land laws)Refer to KRA1 Advocate for quick passage of 28 pending bills	
	Report	Undertake integrated studies in family and land justice	
	Land policy	Participate in the development and implementation of the national land policy	
	Strengthen capacity of commercial lawyers	Train commercial lawyers in commercial law	
	strong JLOS institutions developed		institutional strengthening
			Pilot and roll out the small claims procedure
			Strengthen users committees
	Framework of cooperation established	Strengthen linkages with private sector and other GoU initiatives on investment e.g. MTCS, Presidential Round Table	
			Develop strategies on minimum service delivery criteria on customer care and a business like environment (refer to KRA 1)
			Support to the Commercial Court
		Undertake a study on gender and access to commercial justice	
5.2. Non Tax Revenue	Increased Non tax revenue	<ul style="list-style-type: none"> Advertise and sell printed matters Strengthen and enforce express penalty scheme 	
		<ul style="list-style-type: none"> Expedite enactment of Fees and Fines in Criminal Matters Bill Revise structure of fees and fines in non criminal matters Enforce compliance with registration requirements 	
5.3. JLOS Contribution to an Environment that Enables Uganda comply with and take advantage of regional bilateral and international trade agreements strengthened	Critical laws and regulations for economic thrive identified	<ul style="list-style-type: none"> Participate in update and harmonization of domestic and international treaties 	
		<ul style="list-style-type: none"> Implement regional and international treaty domestication 	
		<ul style="list-style-type: none"> Align law reform priorities across all KRA to focus on competitiveness imperatives 	
Program Management			
	Functional Secretariat	Salaries and Administrative expenses	
	Ensuring achievement of goals and targets	Annual National JLOS Forum	
		Annual JLOS Review	
		Monitoring and Evaluation activities	
		1. Reporting	
		2. Surveys	
		3. Audits	
		Contingency to respond to integrated studies	
Undertake activities to raise JLOS profile			
	Develop a sector wide strategy on human resource training		
	Engage short term TA and consultants		

CHAPTER VI: PROPOSED BUDGET ALLOCATIONS FOR FY 2007/08 – 2009/10

Aware of the limited resource envelop the sector proposes the following budget allocations for the FY 2007/2008 basing on the agreed sector priorities in the key result areas.

a) Promote rule of law and due process

The priority sector interventions in this key result area include legislative reform and law revision, enforcement of codes of conduct case law reporting simplification of key laws and procedures and capacity building in legal reform and drafting.

These will be undertaken to:-

- Ensure certainty of Laws & Predictability of Procedures
- Foster Independence of the Judicial Process
- Enhance Due Process
- Enhance Accountability and Ethics in JLOS institutions.

The sector proposes to allocate 3.9% of its budget for this purpose

b) Human rights culture fostered across all JLOS institution

The JLOs priorities in this KRA are human rights training, improving living conditions of JLOS staff, improving welfare of offenders and piloting model police stations especially in Northern Uganda. This based on the need to: -

- Enhance human rights awareness and practice at sector level
- Reduce Incidence of specific human rights violations institutional and
- Foster Environment for Human Rights NGOs and Private Sector to effectively participate in JLOS

The budget allocation for this KRA is 18.5%

c) Enhance access to justice for all especially the marginalised and the poor

In order to enhance access to justice by the poor and marginalized the sector has prioritised rationalized de- concentration of service through infrastructural development and institutional retooling and phased recruitment and training of staff to address the ratios of distribution of JLOS personnel to the population and reduce case loads per staff; development of a plan and strategy to reduce case backlog, strengthening chain linking programs at local level; ensuring and strengthening legal aid services. It will also:-

- strengthen local council courts
- ensure and strengthen alternative dispute resolution mechanisms
- Support and strengthen alternatives to custodial sentences e.g community service program
- Undertake civic education and publication of information, communication and educational materials to address the demand side of justice.
- Strengthening JLOS institutions through organization development, change management strategies.

To achieve the above the sector proposes a budget allocation of 61.4%

d) Reduce incidence of crime, promote safety of the person and security of property

The sector wishes to reduce incidence of crime, promote safety of the person and security of property by strengthening crime investigation, detection and intelligence and prosecutions services through re organization, recruitment and capacity building/ training, undertaking national campaigns against specific crimes; strengthen community policing, offender

rehabilitation programmes, registries and establishing systems for tracking of offenders. An allocation of 1.9% of the sector budget will be allocated for this purpose.

e) Enhance JLOS contribution to economic development

As part of its contribution to poverty eradication the sector within the medium term plans to focus on piloting small claims and fast tracking mechanisms, strengthening User Committees and commercial justice structure and registries, undertaking specialized training of lawyers in public and private practice in commercial dispute settlement, domesticating and harmonizing laws at national regional and international levels and demonstrating JLOS linkage to poverty eradication and improving JLOS competitiveness to national resources. An allocation of 3.9% is proposed for this area.

f) Programme management

The sector is serviced by a secretariat and plans to undertake

- programme management coordination,
- facilitation and implementation support of the sector wide approach,
- provision of Policy and technical support and advise,
- publicity and management of relations
- monitoring and evaluation including undertaking studies and commissioning research

An allocation of 5.5% of the budget is proposed

6.1 Recurrent Budget Estimate 2007/08 By Vote

Institutions	Wage			Non Wage			Recurrent Total		
	Estimate	MTEF	Funding Gap	Estimate	MTEF	Funding Gap	Estimate	MTEF	Funding Gap
	(a)	(b)	(c)=(a)-(b)	(d)	(e)	(f)=(d)-(e)	(g)=(a)+(d)	(h)=(b)+(e)	(i)=(g)-(h)
MOJCA	5,763,912	1,340,000	4,423,912	71,695,020	3,550,000	68,145,020	77,458,932	4,890,000	72,568,932
Min. of Internal Affairs	3,323,760	2,250,000	1,073,760	32,178,792	18,990,000	13,188,792	35,502,552	21,240,000	14,262,552
Judiciary	16,059,293	10,090,000	5,969,293	13,767,494	7,580,000	6,190,000	27,390,000	17,670,000	9,720,000
Uganda Police Force	63,480,370	50,130,000	13,350,370	35,905,438	33,420,000	2,485,438	99,385,808	83,550,000	15,835,808
Uganda Prisons Service	17,997,314	14,680,000	3,317,314	27,686,647	10,940,000	16,746,647	45,683,961	25,620,000	20,063,961
DPP	2,730,000	2,570,000	160,000	3,849,843	1,480,000	2,369,843	4,210,000	4,050,000	160,000
JSC	550,000	550,000	0	1,988,177	940,000	1,048,177	2,538,177	1,490,000	1,048,177
ULRC	496,022	420,000	76,022	3,267,000	1,570,000	1,697,000	3,763,022	1,990,000	1,773,022
LDC	1,587,000	857,000	730,000	3,597,600	323,000	3,274,600	5,184,600	1,180,000	4,004,600
URSB			0			0	0	0	0
Total	109,548,378	82,887,000	26,661,378	191,568,674	78,793,000	112,775,674	301,117,052	161,680,000	139,437,052

6.2 GoU Capital Budget Estimate 2007/08 By Vote

Institutions	Capital Development			GoU Capital		
	Estimate	MTEF	Funding Gap	Estimate	MTEF	Funding Gap
MOJCA *	52,786,110	19,590,000	33,196,110			-
Min. of Internal Affairs			-	570,000	570,000	-
Judiciary			-	5,400,000	1,380,000	4,020,000
Uganda Police Force			-	14,530,000	3,280,000	11,250,000
Uganda Prisons Service			-	5,150,000	1,444,000	3,706,000
DPP				1,563,628	300,000	1,263,628
JSC			-	725,000	100,000	625,000
ULRC			-	1,147,000	100,000	1,047,000
LDC			-	400,000	-	400,000
Total	52,786,110	19,590,000	33,196,110	29,485,628	7,174,000	22,311,628

* Development fund reflected under MoJCA is for the Support to Justice Law and Order Sector.

6.3 Medium Term Projections 2008/09 - 2009/10

Institutions	Estimate 2008/09				Estimate 2009/10			
	Wage	Non Wage	Total Recurrent	GoU Capital	Wage	Non Wage	Total Recurrent	GoU Capital
MOJCA	2,250,000	20,100,000	22,350,000		2,250,000	24,240,000	26,490,000	
Min. of Internal Affairs	2,250,000	20,100,000	22,350,000	570,000	2,250,000	24,240,000	26,490,000	570,000
Judiciary	11,460,000	7,580,000	19,040,000	22,194,584	12,060,000	9,000,000	21,060,000	23,304,313
Uganda Police Force			0				0	
Uganda Prisons Service	19,821,786	10,799,998	30,621,784	1,444,000	21,736,876	10,969,998	32,706,874	1,444,000
DPP	2,810,000	1,270,000	1,270,000	310,000	3,060,000	1,330,000	4,390,000	310,000
JSC	600,000	975,852	1,575,852		650,000	1,018,294	1,668,294	
ULRC	545,624	3,470,000	3,470,000		572,905	3,470,000	0	
LDC	1,600,000	4,013,400	5,613,400		1,700,000	4,013,400	5,713,400	
Total	37,981,786	68,309,250	106,291,036	24,518,584	43,706,876	74,811,692	118,518,568	25,628,313

The Peace Recovery Development Plan (PRDP)

Ministry of Justice and constitutional Affairs

	Current Presence	Requirement	Gap	PRDP Target	Salary Requirement Per Year per staff	Total Requirement per year
Senior State Attorneys	0	2	2	2	13,200,000	26,400,000
State Attorneys	0	8	8	8	10,032,000	80,256,000
Support Staff	0	6	6	6	1,420,000	8,520,000
Totals					24,652,000	115,176,000
	Current Presence	Requirement	Gap	PRDP Target	Cost of construction	Operation costs per year (for the 2 offices)
Regional Offices	0	2	2	2	1,060,000,000	712,791,984
Totals				2	1,060,000,000	712,791,984
Grand Total					1,084,652,000	827,967,984

Judiciary

	Current Presence	Requirement	Gap	PRDP Target	Salary Requirement Per Year per staff	Total Requirement per year		
Chief Magistrates	7	32	25	25	13,200,000	330,000,000		
G1 Magistrates	19	35	16	16	7,800,000	124,800,000		
Totals				41	21,000,000	454,800,000		
	Current Presence	Requirement	Gap	PRDP Target	Rent Requirement Per Year per Court	Total Rent Requirement per year	Operation costs per year per Court	Total Operation fund Requirement per year
Court Premises for C/Magistrates	7	32	25	25	9,000,000	225,000,000	2,500,000	62,500,000
Court Premises for G1 Magistrates	19	35	16	16	6,000,000	96,000,000	18,000,000	288,000,000
Totals				41	15,000,000	321,000,000	20,500,000	350,500,000
Grand Total					36,000,000	775,800,000	1,176,800,000	350,500,000

Directorate of Public Prosecutions

	Current Presence	Requirement	Gap	PRDP Target	Salary Requirement Per Year per staff	Total Requirement per year			
State Attorneys	6	32	26	25	10,032,000	250,800,000			
Support Staff	7	37	30	30	1,260,000	37,800,000			
Totals				55	56,460,000	288,600,000			
	Current Presence	Requirement	Gap	PRDP Target	Rent Requirement Per Year per office	Total Requirement per year	Rent per office	Operation costs per year per office	Total Operation fund Requirement per year
Offices	4	32	28	28	3,000,000	84,000,000		1,075,000	30,100,000
Grand Total					59,460,000	372,600,000		866,875,000	30,100,000

Uganda Prison Service

	Current Strength	PRDP Target	Salary Requirement Per Year per staff	Total Salary Requirement per year	Personnel costs	Deployment costs			
Staff									
Central government Prisons	808	321	2,371,932	761,390,172	2,511,875,988	32,100,000			
	716	99	2,371,932	234,821,268	1,933,124,580	9,900,000			
Absorption of formerly LAP Staff									
Sub Total	1,524	420	2,371,932	996,211,440	4,445,000,568	42,000,000			
			Unit cost	Total Requirement					
staff Houses		450	25,000,000	11,250,000,000					
Lorries		5	135,000,000	675,000,000					
Tractors		5	115,000,000	575,000,000					
Pickups		5	90,000,000	450,000,000					
Sub Total				12,950,000,000					
Prisons facilities									
Existing	Capacity	Prisoners	Excess holding	Prison Capacity	PRDP Target		Unit Cost	Total Cost	

C/ Prisons	of Prison	held in prison		:prisoners held					
15	1586	3,816	2,230	3	8	Construction	214,000,000	1,712,000,000	
					4	Renovation	122,500,000	490,000,000	
Existing LAPrison	Capacity of Prison	Prisoners held in prison	Excess holding	Prison Capacity :prisoners held	PRDP Target		Unit Cost	Total Cost	
34	717	1,498	955	3	1	Construction	214,000,000	214,000,000	
					6	Renovation	122,500,000	735,000,000	
Sub Total					9	Construction		1,926,000,000	
					10	Renovation		1,225,000,000	

Uganda Police Force

Status of Police Personnel and Facilities

Current Presence	Formerly LAP (Absorption)	Establishment	Police Population Ratio	Gap	PRDP Target	Targeted Ratio	Salary Requirement Per Year per staff	Total Requirement per year
1,722	1,927	12,280	1:4968	10,558	4,223	5	9,480,000	8,007,187,200

District Police Headquarters: The concept of operations provides for a district police headquarters (DHQ) in every district with 60 staff. Presently 12 DHQ exist in the North yet the total requirement is for 31 DHQ in the 32 districts. The target is to construct 10 new DHQ over the next 3 years to bring the total up to 22 in the Northern districts.

Police Stations: The number of police stations at county level is 19 (policy recommends 40 stations to serve the 32 districts). The target over the next three years is 10 additional police stations to bring the total number to 29 in the region.

Police Posts: operations call for every sub-county to have a police post, with a total of 322 for the north, of which only 184 are operating - 57% of requirements, which leaves a gap of 138. Most of the existing facilities are dilapidated. The target for the 3 years is to establish 55 police posts to bring the total number to 239.

Buildings	Establishment	Current Presence	Gap	PRDP Target		Unit cost	Total Requirement
District Headquarters	31	12	19	10	Construction	900,000,000	9,000,000,000
Police Stations	40	19	21	10	Construction or Renovation	900,000,000	9,000,000,000
						270,000,000	0
Police Posts	322	184	138	55	Construction or Renovation	900,000,000	49,500,000,000
						270,000,000	0
Total							67,500,000,000

Ministry of Gender Labour Social Development

The absence of remand homes/ rehabilitation centres poses a serious challenge to administration of Juvenile justices in cases warranting detention of the juveniles. Construction of three remand homes in northern Uganda is planned as a way in addressing some of the juvenile Justice challenges currently faced in the region.

Construction of a Remand Home at Nebbi	241,000,000
Construction of a Remand Home at Gulu	296,000,000
Construction of a Remand Home at Katakwi	297,000,000
	834,000,000

Ministry of Internal Affairs-National Community Service Program

Central and Local Administrative prisons are holding high numbers of petty offenders who are eligible for Community Service. Of the total 3,816 prisoners in the Central Prisons in the North, 1,288 or 34% are eligible for community service. Community service can be used to release the 1,288 prisoners to reduce pressure on the central prison facilities.

To PRDP targets channeling UGX 1,452,300,000 towards attending to the requirements of moving offenders from prisons to serve Community service Orders, Sensitizing communities to accept the offenders back into the communities and to enhancing understanding of stakeholders of what community service is aimed.

CHAPTER VII: CHALLENGES IN THE MEDIUM TERM

The following are the critical activities and challenges of the sector that require adjustments in the sector MTEF ceiling and, or urgent policy review.

1. JLOS MTEF ceiling

In order for the sector to take on new Government programmes such as Emergency Humanitarian Action Plan (EHAP), Peace Recovery and Development Plan (PRDP) in conflict affected areas, Anti Stock Theft Unit (ASTU), Integration of Local Administration Police and Prisons into Uganda Police Force and Uganda Prisons Service respectively, professionalisation of the bench, reduction of case backlog, and generally improve administration of justice in the country, there is need to revise the sectors MTEF to accommodate emerging requirements. The identified funding pressures are illustrated below-

a) Wage

Institution	Estimate (a)	MTEF (b)	Funding Gap (c)=(a)-(b)	Rationale (d)
MOJCA	5,763,912	1,340,000	4,423,912	
Min. of Internal Affairs	3,323,760	2,250,000	1,073,760	To cater for additional staff for Immigration Department, National Community Service, & NGO Board, GAL, Amnesty Commission, & Finance & Administration Department.
Judiciary	16,059,293	10,090,000	5,969,293	Wage for recruitment of additional 2 Justices SC, 4 Justices CoA, 19 Judge H/C, 7 registrars, 27CMs, 50 G1, 366 support staff, proposed increase for Judicial Officers salaries
Uganda Police Force	63,480,370	50,130,000	13,350,370	Inadequate salary for 6,089 LAP staff, and 6000 ASTU as well as 100 police posts staff.
Uganda Prisons Service	17,997,314	14,680,000	3,317,314	To cater for inadequate wage provision for 2,154 LAP staff transferred to UPS
DPP	2,570,000	2,570,000	0	
JSC	550,000	550,000	0	
ULRC	496,022	420,000	76,022	Inadequate provision for contributory pension scheme and wage for new staff
LDC	1,587,000	857,000	730,000	Inadequate provisions to meet wage bill for existing staff
URSB			0	
Total	109,548,378	82,887,000	26,661,378	

b) Non-wage

The non-wage provisions to the sector are inadequate. To enable the sector efficiently and effectively implement the new programmes in Northern Uganda, transfer of LAPs to prisons and police, professionalise the bench and reduce case backlog, among others, a corresponding non-wage provision is required as reflected here below:

Institution	Estimate	MTEF	Funding Gap	Justification /Rationale
MOJCA	71,695,020	3,550,000	68,145,020	
Min. of Internal Affairs	32,178,792	18,990,000	13,188,792	
Judiciary	13,767,494	7,580,000	6,187,494	Operational funds for Courts at all levels, Rent and proposed mortgage for Rwenzori house, provision for utilities, travel both inland and abroad for judicial officers, maintenance of vehicles, and medical treatment for Judges.
Uganda Police Force	35,905,438	33,420,000	2,485,438	To cater for LAP operations transferred to UPF, utilities, policing 22 new districts,
Uganda Prisons Service	27,686,647	10,940,000	16,746,647	To cater for Food supply & uniforms for 10,096 prisoners, staff uniform for 2,154 LAP staff, energy and kitchen utensils, and utilities for LAP transferred to UPS. Medical for 23,000 prisoners.
DPP	3,489,652	1,480,000	2,009,652	To provide for 39 State Attorneys to be recruited, opening and equipping 6 RSA and 15 RSP stations , support expansion of DPP to Northern Uganda,
JSC	1,988,177	940,000	1,048,177	To cater for recruitment of Judicial Officers, civic education campaigns/ publicity,
ULRC	3,267,000	1,570,000	1,697,000	
LDC	3,597,600	323,000	3,274,600	To cater for operations of Legal Aid Clinic
URSB			0	
Total	191,568,674	78,793,000	112,775,674	

C) CADER

The Centre for Arbitration and Dispute Resolution (CADER) was established under the Arbitration and Conciliation Act, Cap 4 Laws of Uganda. The institution is a body corporate under the Ministry of Justice and Constitutional Affairs. Initially it was tasked to pilot ADR in commercial dispute resolution. Given the success registered the sector now wants to expand ADR to family land and criminal justice.

However since its inception its funding has been adhoc. There is therefore need to mainstream funding of CADER into the overall national budget. The proposed budget for the FY2007/08 is **Shs.1,224,581,941=**. No funds are provided for in the MTEF.

d) National Community Service Programme

The National Community Service Programme makes tremendous contribution to case backlog reduction and de congestion in prisons, and consequently efficiency savings. Despite this, the insufficient financial support for the activities of the programme, largely charged from the recurrent budget render it impossible to run the programme. In view of this there is need to increase the sector MTEF ceilings to accommodate an increase in the recurrent budget for the Ministry of Internal Affairs through which activities of the national community service can be supported. The funding gap is **U.shs.804.5million**.

e) Integration of Local Administration Police and Prisons

- A total of 6, 089 Local Administration Police (LAP) were transferred to the Uganda Police Force (UPF) under the Police Amendment Act 2006. The salary component which was transferred along with the personnel is inadequate., while no non-wage provision has been made at all.

- Similarly, 174 Local Administration Prisons, previously managed by the Local Governments, were transferred to the Uganda Prisons Service in July 2006 but without adequate corresponding financial provisions in terms of wage, non-wage as well as development resources.

2. JLOS Focus on Conflict and Post Conflict Northern Uganda

The situation in Northern Uganda is tending towards normalcy. Internally displaced persons in the camps of the Teso and Lango sub-regions are to be resettled while those in the Acholi sub-region could follow suit. However a whole generation has grown up traumatized and knowing nothing else but suffering and lawlessness. The sector therefore anticipates a large number of children involved in criminal activity, a lot of revenge killings and land disputes. The JLOS is working towards improving its presence in post conflict northern Uganda to improve access to justice in the area. Cognizant of the contribution of PRDP/OPM to interventions in the North including legal sector, the provisions remain inadequate for most of the JLOS institutions. The sector requires additional resources outlined below in order to fulfill the above objectives:

- Recruitment of Judicial Officers (Judges, Magistrates) Police and Prisons Personnel, State Attorneys, among others to handle backlog and restore operations of the justice system in the conflict and post conflict Northern Uganda.
- Development/reconstruction of basic infrastructure including courts, police posts, prisons, and offices
- Provision of machinery and equipment including vehicles, radio communication, arm and ammunitions.

3. Slow Law Reform Process

There has been progress in legislative reform with key bills either before Cabinet or Parliament. However delays or failure to review, amend and pass critical legislation inhibits attainment of the programme goals by impeding access to, efficiency, effectiveness and quality of justice but further weakens the legal system. If pending bills are enacted into law, the costs required to dispose cases that clog the High Court or to maintain and care for persons on remand would be reduced because reform of laws have a multiplier effect in addressing challenges in the justice system. The following Bills among others, if enacted would enable the sector realize the above objective.

- Penal Code (amendment) Bill
- Trial on indictment(amendment) Bill
- The domestic relations Bill
- Magistrates Courts (Amendment) Bill

4. Pay Reform

While recruitment within the sector is ongoing, low staff pay across the sector compared to other competitive sectors or institutions remains a challenge that contributes to difficulty in retention of high quality staff. If institutional efficiency is to be registered, the desired human resource must also have improved terms and conditions of service with pay reform considered.

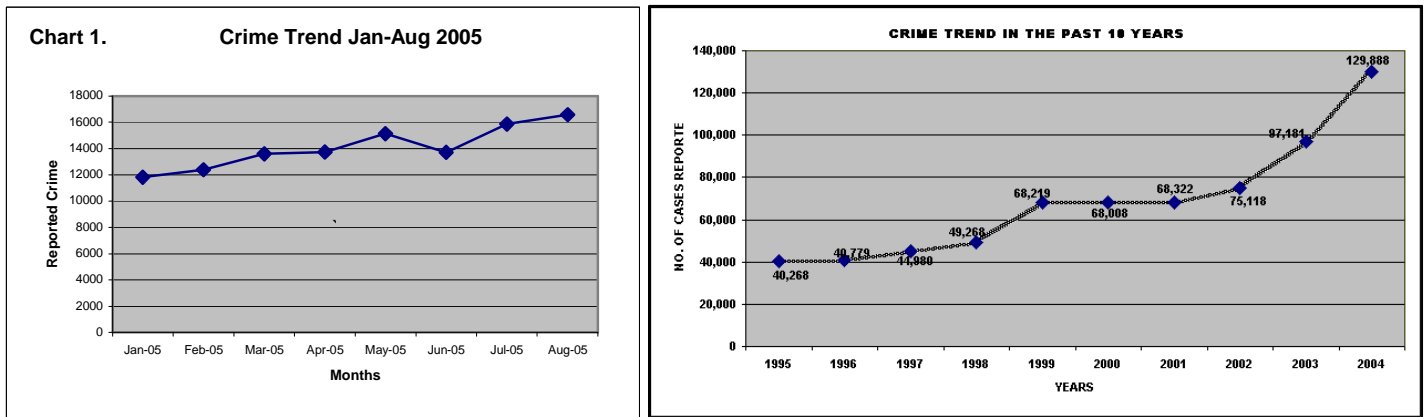
5. De-concentration of JLOS Institutions and Services

De-concentration of JLOS institutions and Services continues through construction and rehabilitation of infrastructure as well as capacity building, recruitment and upcountry postings to increase human resource coverage, thereby improving accessibility to JLOS

institutions/services. This will require continued and increased financial commitment (refer to MTEF ceiling concerns above).

6. Increase in Reported Crime

Reported crime is on the increase as reflected in the chart below. Its reduction and management still poses a challenge to the sector in general and the Uganda Police Force in particular.



There is therefore need to develop strategies for crime prevention that would ultimately limit inflow of cases into the criminal justice system, and also address the following major challenges:

- i) Increase in the number of police personnel to match the desired level of efficiency and effectiveness to combat increasing crime.
- ii) Provide up to date equipment for investigation, patrol, communication, surveillance and transport.
- iii) Improved methods of investigation and handling of exhibits to improve quality of inquiries.

6. Congestion in Prisons

The baseline survey on conditions of detention, commissioned by Prisons funded by European Union under 8th EDF- Human Rights and Good Governance Programme, found that conditions of living for both prisoners and prisons staff remain poor. There is need to improve the following:

- i) Dilapidated prison ward and staff barracks countrywide,
- ii) Poor health environment (collapsed water and sanitation systems, the use of "Night soil buckets", poor lighting systems, shortage of drugs medical equipment, high incidences of Tuberculosis,
- iii) High levels of congestion in prison wards. The maximum carrying capacity of prisons is only 9,089. However, the number of prisoners currently is 20,000 prisoners per day (I.e. double the carrying capacity),
- iv) The daily average of 20,000 prisoners require a food budget of shs.9.2billion at a cost of shs.1,257/= per prisoner per day. The current provision is shs.5.4billion.
- v) Uniforms for both prisoners and staff are not adequately provided for in the budget.
- vi) Lack of accommodation for staff. Currently, 24,000 staffs are not accommodated.

7. Court Awards and Compensations

Court awards and compensations accrue from civil claims against Government by acts and omissions of its agents/servants in the course of employment. Court awards and compensation are paid through the Ministry of Justice and Constitutional Affairs thus raising the JLOS budget by that proportion of financial liability. An ongoing Legal and Financial Audit into Court Awards and Compensations for claims as at December 2004 provisionally shows that potential liability stands as follows:

On going cases

Number of cases	Currency	Amount
1601	U Shs	1.1 trillion
35	US \$	44 million
2	Kenya Shs	6.8 million
6	GB £	41.5 million

Concluded cases where government lost

Number of cases	Currency	Amount
221	U Shs	32.84 billion
16	US \$	2.74 million
3	GB £	0.55 million

Liability incurred by other departments of Government disadvantages JLOS MTEF ceilings and must therefore be borne by that proportion share in their budget and ceilings.

8. Salary Payment of Auxiliary Forces

Similarly the MTEF ceiling of the JLOS is affected by salaries of auxiliary forces, which are channeled through the Ministry of Internal Affairs. Since the auxiliary forces fall under the Ministry of Defense, their salaries must also be channeled and paid through the Ministry of Defense budget.

9. Rental Costs

Rent for about 50% of JLOS institutions (MoJCA, DPP, ULRC, Police, Judiciary) totals over **U.shs.6.4bn** per annum. Government needs to quickly finalize the BOOT (Build, Own, Operate and Transfer) policy so that the JLOS institutions can build their own premises, a strategy that is more cost effective in the long run.

10. Backlog in the Justice System

Case backlog in the Justice System across all focus areas continues to build up at a fast rate not matched by the disposal rate. By December 2006, the case load as recorded by the Courts of Judicature was as follows;

-
-
-

The increased case backlog has resulted in a number of challenges notably a high remand population.

Prison remand population remains extremely high. 63% of 20,000 prisoners are persons on remand. 48% of those on remand are suspects alleged to have committed the offences of defilement, and who are tried by the High Court that is already overstretched by enormous case backlog. A key solution lies in reform of the law on defilement to enable Chief Magistrates handle these cases. The sector in FY2003/04 made proposals for the amendment of the Penal Code Act. This bill is now before Parliament and the concern of the sector is that the Bill must be passed

into law. The majority of those on remand are between the ages of 15-50 years who are kept away from productivity by long stay on remand. The sector also needs to strengthen consideration of other initiatives to reduce the remand population such as:-

- i) Decriminalization of petty offences,
- ii) Provision of legal aid, and provision of legal representation, and revitalize the State Brief Initiative
- iii) Pre-bargaining system coupled with community service orders,

Extension of Alternative Dispute Resolution mechanism in criminal and other civil matters, The need to recruit more Judicial officers, and desired staff for other sector institutions besides adequate facilitation for example, in terms funding for sessions at all levels of courts, remains a big challenge for the sector in affirming its commitment to enhance access to fair, speedy justice and adherence to the law.

11. Appreciation of the JLOS Priorities by other Government Institutions

The mismatch between the approved work plan and budget appropriation will pose difficulties to the sector in implementing the work plan. However, MoFPED advised the sector to apply for re-allocation as and when required, in the course of budget execution, within the approved budget.

MoFPED has indicated that the development budget should have minimal provision for normal recurrent costs such as allowances and workshops. In addition, MoFPED wishes to see more physical infrastructure activities leading to excess provision on construction budgets. This is out of line with the identified priorities to improve on processes and service delivery under the reform program. Reform initiatives such as Case Backlog reduction, community service, Chain Linked, civic education and law reform inevitably involve payments from other budget lines for court sessions, supervision and holding consultative workshops, which are critical under the reform programme.

12. Development Support for EHAP and PRDP

Government recently launched the Emergency Humanitarian Action Plan (EHAP) and the Peace, Recovery and Development Plan (PRDP) for the North. A number of JLOS institutions (Ministry of Justice and Constitutional Affairs Uganda Police, Uganda Prisons, DPP and the Judiciary) are involved in implementing both the EHAP and PRDP.

However, these initiatives were not within the 2006/7 MTEF ceilings but are being coordinated through the Office of the Prime Minister. Some of the JLOS Development Partners provided additional resources directly to these institutions to supplement the funding available from Government, in line with the work plan approved by the Joint Coordination Committee (JCC) set by Cabinet.

The MTEF ceiling therefore needs to be increased to cater for additional investments made under both EHAP and PRDP in order to sustain the investments, to provide for wages for additional personnel to be recruited, to facilitate operations and maintain equipment and infrastructure.

13. Future of the Land Tribunals

The contract for most Chairpersons and Members of the Land Tribunals expired in November 2006. Following this development, specific Magistrates have been through an administrative circular directed to handle Land Matters country wide until the future of Land Tribunals is clarified by Cabinet. The new development has, in addition, resulted in a backlog of over 6,000 cases being shifted to the magistrates' courts. Policy guidance on the way forward regarding Land Tribunals is being sought from Government.

14. Deployment of Anti Stock Theft Unit (ASTU)

The UPF in addition deployed 1,680 ASTU personnel to check cattle rustling by the Karimojong in Teso and Lango regions. The UPF intends to further recruitment and deploy 2,320 personnel to cover Acholi, Bugisu and Sebei sub regions. However, funding for the additional, deployment and sustenance of operations has not been provided for under the MTEF.

13. Law Development Centre

The LDC Vote was created without a development budget. In addition, the MTEF ceiling has remained constant for six years.

14. Tax Appeals Tribunal

Up country taxpayers are still unable to easily access the services of the tribunal on account of absence of up country registries.

- ❑ Contradictions still exist between taxing laws vis a vis the Tax Appeals Tribunal Act posing a challenge to decision making. Submissions by the Tax Appeals Tribunal to the MoFPED to harmonize these contradictions have not yet been fruitful.
- ❑ The TAT Act requires a taxpayer to deposit 30 % of the amount of the assessed tax before hearing an appeal even when the entire assessment is disputed. This is a hindrance to litigation and justice.
- ❑ Up country taxpayers are still unable to easily access the services of the tribunal on account of absence of up country registries.

CHAPTER VIII: NON TAX REVENUE

Institution	Item	2005/2006	2006/2007		2007/2008	2008/2009	2009/2010
		Actual Collections	Projections	Outturn	Projections	Projections	Projections
MOJCA		1,400,000,000	1,540,000,000		1,700,000,000	1,860,000,000	1,900,000,000
Min. of Internal Affairs			10,032,164,400		11,319,965,000	13,583,958,000	13,855,637,160
Judiciary	Court fees/fines; Advocates' & Court Brokers Licenses	839,375,285	2,338,602,473		2,455,532,597	2,578,309,222	
Uganda Police Force		2,672,471,000	3,261,766,000	1,373,542,000	3,400,198,000	3,563,026,000	3,762,024,000
Uganda Prisons Service		1,600,000,000	2,100,000,000		2,200,000,000	2,400,000,000	2,600,000,000
DPP		4,000,000	1,000,000		1,000,000	1,000,000	1,000,000
JSC	Sale of Bid documents	3,150,000	3,307,500		3,507,500	3,617,500	3,727,500
ULRC	Sale of publications	330,860,530	485,800,000	296,093,916	385,800,000	397,374,000	409,295,220
LDC	Course Fees and other Sources	1,625,336,950	1,677,000,000	1,072,238,000	2,000,000,000	2,500,000,000	3,000,000,000
URSB							
Total		7,075,193,765	19,899,640,373		21,766,003,097	25,027,284,722	9,776,046,720

9.0 SUMMARY MATRIX

Annex A

1.3 INSTITUTIONAL MANDATES

1.3.1 Ministry of Justice and Constitutional Affairs

17. The mandate of the Ministry is to provide legal advice and legal services as well as to support the machinery that provides the legal framework for good governance. The Ministry also provides technical advice on matters of law to government and advises on the interpretation of various provisions of the Constitution.

1.3.2 Ministry of Internal Affairs

The Ministry of Internal Affairs mandate is to maintain internal peace and stability by enforcing Law and Order. This has been effected through the Ministry Headquarters, The Uganda Police Force, The Uganda Prisons Service, The Immigration Department, The Government Analytical Laboratory, Amnesty Commission, National Community Services Programme, National Board for Non Government organizations, National Focal Point on small arms and light weapons and The Finance and Administration Department.

The Uganda Police Force, in existence as per the Police Act of 1994 and Section 212 of the 1995 Constitution, has a mandate to:

Protect life and property

Preserve Law and Order.

Prevent and detect crime.

Co-operate with civilian authority and other security organs established under the Constitution and population generally.

Protect other rights of the individual

Maintain security within Uganda

Ensure public safety

Perform the functions of a military force.

20. The Uganda Prisons Service is mandated to:

Provide safe custody of prisoners both convicted and those on remand

Ensure production of remand prisoners in Courts of Law for prosecution.

Provide Health Care for inmates and staff

Provide correctional programmes to inmates by imparting new Industrial, modern farming and Livestock rearing skills for smooth reintegration into society as law abiding citizens.

Prepare offenders to resettle into society once they are released.

21. The mandate of the Immigration Department is to:

Control and regulate the entry of foreign nationals into the country

Control the staying and taking up of employment by foreign nationals.

Remove all undesirable foreign nationals who threaten the security of the country and those who stay in breach of Immigration Laws.
Verify citizenship of Uganda Nationals and issue them with necessary travel documents and national Identity Cards.
Grant conventional Travel Documents to registered refugees.

22. The mandate of the Government Analytical Laboratory is to:

Analyse, detect and quantify poison in various exhibits and samples (human and animal organs tissues, fluids etc) for both forensic and general cases.
Identify, group and carry out DNA analysis in blood and semen in assault, murder and sexual offences, perjury and terrorism offences
Analyse human and animal food for suitability for consumption
Analyse narcotic drugs and psychotropic substances under international control.
Analyse water for drinking and specific purposes
Examine Firearms and documents questioned in Law Courts
Analyse for pesticide residues.
Write reports for different consumers
Give expert evidence in Law Courts.
Train law enforcement agents e.g. Uganda Revenue Officers, Police, Medical Pathologist and Law Students in various aspects of Forensic Science.
Render advice and consultancy in all aspects of Forensic Science and Chemistry.

23. The mandate of the Community Service Programme is to:

Over see the implementation of the Community Service Act.
Spearhead awareness about the new law and change of attitude through sensitisation of the general public.
Ensure that Community Service effectively contribute to the current reforms in the Justice, Law and Order Sector (JLOS).
Ensure humane treatment and rehabilitation of offenders
Ensure use of Non-Custodial sentences and involvement of the public in the Administration of Justice improved and increased.

24. The mandate of the Amnesty Commission is to:

Demobilise, resettle and reintegrate reporters.
Sensitise the public about the amnesty law.
Promote dialogue and reconciliation mechanism in the war-affected areas.

1.3.3 The Judiciary

25. The Judiciary mandate as enshrined in Article 126(1) of the constitution of the Republic of Uganda- that states; “Judicial power is derived from the people and shall be exercised by the courts established under this constitution in the name of the people and in conformity with law and with the values, norms and aspiration of the people” In addition, Article 128(1) states that “In the exercise of judicial power, the courts shall be

independent and shall not be subject to the control or direction of any person or authority". Thus the Judiciary functions are to:

Hear, consider and judge cases and dispose them quickly and fairly in accordance with the law.

Interpreting and applying the Constitution and other laws of Uganda.

Protecting the rights of an individual and providing remedies in the event of infringement

Formulating and implementing policies regarding Operations and Management of Courts.

Initiating, developing and implementing training programs for the development of the Judiciary Staff.

Contributing to the enforcement of law and order; enrolling and licensing advocates, and licensing and disciplining court brokers.

Keeping custody of laws enacted as well as disseminating legal literature.

Receiving Government revenue accruing from courts.

Introduce modalities for out of court dispute resolution mechanism to reduce the burden of cases on the courts.

The Directorate of Public Prosecutions

26. The Directorate of Public Prosecutions derives its mandate from Article 120 of the Constitution of the Republic of Uganda, 1995, which is to handle and prosecute all criminal cases in the country, delegate such powers where necessary, having regard to public interest, administration of justice and the need to prevent abuse of the legal process.

1.3.5 Judicial Service Commission

27. The Judicial Service Commission is a constitutional body established under the Constitution of the Republic of Uganda. It is a specialised appointing commission. The mandate and functions of the Commission as defined under Articles 146-151 of the Constitution are;

Advise His Excellency the President in the exercise of his powers to appoint persons to hold or act in any of the specified offices;

Of the Chief Justice, the Deputy Chief Justice, the Principal Judge,

Justices of the Supreme Court, Justices of the Court of Appeal and the Judges of the High Court.

Of the Chief Registrar and Registrars

In addition; subject to the provisions of the Constitution to review and make recommendations on the terms and conditions of service of the Judges and Judicial Officers.

To prepare and implement programmes for education and dissemination of information to Judicial Officers and the public about the law and administration of Justice in Uganda.

To receive and process peoples recommendations and complaints concerning the Judiciary and the administration of Justice and there by acting as a link between the people and the Judiciary.

To advise Government on improving the administration of justice and to perform any other functions prescribed by the Constitution or Parliament.

28. The Commission may carry out other functions that Parliament may prescribe under article 147 (1) (f). Parliament has already prescribed additional functions including those under the Land Act (revised 2004).

29. Under the Electricity Act 1999, the responsible Minister is required to consult the Commission in respect of the appointment of the Commission, Vice Chairperson and Registrar of the Electricity Disputes Tribunal. Under the Uganda Communications Act, the Commission is required to recommend to the appointing Authority persons or appointment as Chairpersons and Members of the Uganda Communications Tribunal.

1.3.6 The Uganda Law Reform Commission

30. The Uganda Law Reform Commission derives its mandate from Article 248 (1) of the Constitution of the Republic of Uganda and the Uganda Law Reform Commission Act Cap 25, which provide that- “The Commission shall study and keep under constant review the Acts and other laws comprising the laws of Uganda with a view to making recommendations for their systematic improvement, development, modernization and reform with particular emphasis on:

The elimination of anomalies in the law, the repeal of obsolete and unnecessary laws and the simplification and translation of the law;

The reflection in the laws of Uganda of the customs, values and norms of society in Uganda as well as concepts consistent with the United Nations Charter on universal

declaration of Human Rights and the African Charter of Human and Peoples Rights

The development of new areas in the law by making the laws responsive to the changing needs of the society in Uganda;

The adoption of new or more effective methods or both for the administration of the law and dispensation of justice; and

The integration and unification of the laws of Uganda.”

1.3.7 Ministry of Local Government – Local Council Courts

31. The mandate of the Ministry is to coordinate, supervise, guide, harmonise, mentor and advocate for all Local Governments in the country through;

Strengthening administration of justice at the grassroots through Local Courts.

Building capacity in the Local Governments Councils, to enable them deliver services to the population efficiently and effectively.

Ensuring that Local Governments comply with the statutory requirements and adhere to national standards, and follow national policies.

Facilitating the implementation of the decentralisation policy and to enhance democratic governance in the country. In this regard, the Ministry continues to develop, review systems, structures and guidelines for the local governments.

Providing technical assistance to the Local Governments in the area of information, communication and technology (ICT), development planning and management.

The Ministry inspects, supervises, trains, equips, offers technical advice, and support to Local Governments to enable them achieve their main objectives of delivering quality services.

Uganda Registration Services Bureau (URSB)

32. The mandate of URSB is;

To administer and give effect to the relevant laws and to provide registration services and collect and account for all revenue provided for under those laws.

To advise the Government on matters relating to registration services under the relevant laws and to assist the Government in the formulation of policy relating to the collection of revenue.

33. Based on the mandate, the URSB has the following functions which are statutory:
To carry out all registrations required under the relevant laws.

To maintain registers, data and records on registrations effected by the Bureau and to act as clearing house for information and data on the those registrations.

To carry out the duties of Official receiver.

To evaluate from time to time the practicability and efficacy of the relevant laws and advise the Government accordingly.

To carry out research and also disseminate research findings in the fields covered by the relevant laws through seminars, workshops, publications or other means and to recommend to the Government any improvements in the relevant laws applying to the Bureau to be required as a result.

To charge fees for any services performed by the Bureau

To perform any other function or to carry out such other activity as may be conducive or incidental to the efficient, discharge of its objects or as the Minister may, by Statutory Instrument direct

To act as the agent of Uganda Revenue Authority in collection of stamp duty under the Stamp Act in respect of any documents or other matters; connected with the functions of the Bureau under the Act, in respect to which stamp duty is required to be paid.

Law Development Centre (LDC)

34. The Law Development Centre derives its mandate from the Law Development Centre Act Cap.132. The LDC is mandated to carry out the following:-

Provide legal training to lawyers and non-lawyers

Provide community legal services

Provide law reports and legal publications

Undertake research into topical legal issues.

Initiate and recommend proposals for law reform.

1.3.10 Ministry of Gender Labour and Social Development

35. The Ministry of Gender Labour and Social Development mandate is to operationalise Chapter 4 of the Constitution (particularly Article 31 to 42) which focuses on affirmative action and promotion of fundamental human rights of the people of Uganda. The Ministry identifies the concerns of various vulnerable groups, works with other sectors to develop initiatives to enhance access to social services by segments of the population and implement programme to empower communities to participate in and benefit from the development process. It promotes women and youth empowerment, protection of children's rights, labour productivity and employment, support to PWDs and the elderly, cultural growth and social inclusion of all the people in government programmes.