

OUTCOME 3: OBSERVANCE OF HUMAN RIGHTS AND ACCOUNTABILITY PROMOTED

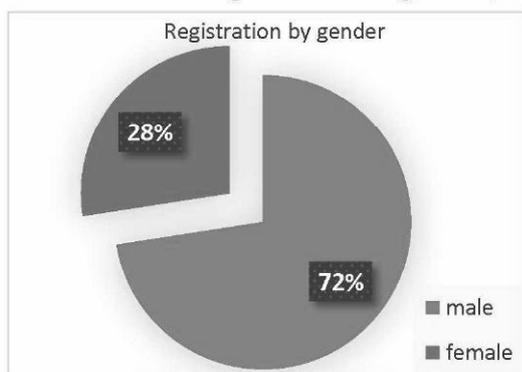
The sector strategy under this outcome first, is to enhance human rights awareness and practice at institutional and sectoral levels so as to reduce the incidence of human rights violations. And secondly to mainstream the Policy on Zero Tolerance to Corruption while promoting institutional and individual accountability.

The major achievements over the past 6 month period under review include reduction in human rights violations by most JLOS institutions except UPF, reduced pre-trial detainees, near elimination of the bucket system with only 42 out of 247 prisons remaining, disposal of corruption related cases as well as increased institutional accountability and reduction in fiduciary risk.

Output 3.1 Observance of human rights in JLOS institutions promoted

The Sector continued to consciously implement strategies and interventions for the protection and promotion of human rights in Uganda through effective coordination, collaboration and communication amongst the JLOS institutions; monitoring of the human rights situation by Uganda Human Rights Commission; inspection of detention facilities; and management of human rights cases.

In terms of complaints management, UHRC received 1,898 complaints; (1,296 from males, 602 from females) out of which 595 were registered. 1,303 cases were referred to various institutions such as Uganda Police Force, Judiciary, and FIDA among others. This is a 48.4% increase in complaints registered from the performance of the same period last year, an indication that the population now know and have confidence in the Commission. However, most complaints are by men, an indication that women are still suffering silently and need more sensitization to be able to stand up for their rights.



The UHRC also monitored the clashes in the Rwenzori region between security agencies and the Rwenzori royal guards which raised a number of human rights concerns including loss of lives and property; injury to persons and disruption to normal life as well as arrests and prosecution of several suspects. Arising out of the clashes, 30 alleged human rights complaints were registered (all from males) and investigations are underway.

"I initially wanted a letter from UHRC to allow me access my husband at Gadafi military barracks who had failed to take care of my pregnancy. So I went to UHRC office in Jinja, they helped me through the whole process and was done professionally at no cost and I am so grateful to the UHRC team. They even used their own transport which is different with other institutions"- Muutesi- Bugembe Jinja

Through mediation, UHRC successfully mediated 57 complaints out of 71, with signed MoUs resulting in a success rate of 80%, a 23% improvement in performance compared to the same period in the previous financial year. However, this was only 31% of all complaints disposed of by the UHRC which was short of the 75% annual target. This could be partly

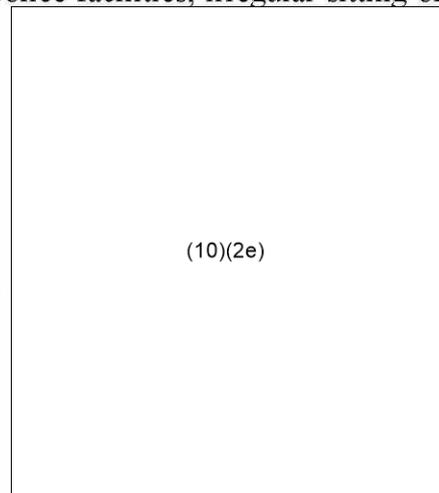
attributed to the resistance of parties solving complaints through ADR and preference for tribunal hearings.

Through the Tribunal, UHRC concluded 110 cases, 21% of the JLOS annual target of 530 for FY 2016/2017. This minimal performance was due to the fact that the Commissioners were appointed and inaugurated in the same period. The Commission also with support from Democratic Governance Facility (DGF) fully investigated 228 backlog cases out of the 888 as at 30th June 2016.

The Human Rights Documentation Programme of the UHRC has commenced. So far, a total of 104 incidences have been posted on the data base with the relevant literature archived. To enhance information and facilitate investigations, the Commission has made proposals to include mapping of conflicts areas/zones in Uganda.

Compliance to the 48 hr rule was registered at 60% below the annual target of 85% for the detention facilities inspected by the UHRC. Some of the reasons for non-compliance range from complexities of investigations, remoteness of some police facilities, irregular sitting of some courts and shortage of CID staff. In an effort to improve enforcement, UPF, in collaboration with the British High Commission and HURINET, conducted joint trainings for 200 Police Officers and medical practitioners on concepts and observance of human rights.

The non-establishment of the 6 additional Police regional human rights offices that would have increased the number to 22 has affected inspections and monitoring of detention facilities in the 27 police regions. This led to the dismal inspection by Police of only 25 police cells in North Kyoga, West Nile, Aswa, Katonga, Greater Masaka, Greater Bushenyi, Malaba and Kigezi. Meanwhile UPS monitored and supervised the operations of 50 Prisons human rights Committees and trained 27 Visiting Justices in the South-Eastern Region. This brings the number of regions with visiting justices sensitized to 3 regions country-wide. Their actions have contributed to a reduction in Human Rights violations.



The Sector is currently training 50 students from the JLOS institutions at the Law Development Centre for an award of a Diploma in Human Rights. It is hoped that this will increase the knowledge and observance of human rights. The Police have also trained 891 officers using GoU funds on the new complaints register, Prohibition & Prevention of Torture Act (PPTA) and handling human rights complaints & abuses

The occupancy rate in Prisons now stands at 300.6% with the Prisoner growth rate increasing from an average rate of 8% in FY 2015/16 to 9.8% by December 2016, while congestion stands at 212.3% prisoners in excess of the holding capacity of prisons countrywide. The construction of a mini-max Prison at Kitalya has commenced as seen below;
The average prisoner population has already exceeded the projected Prisoners' population of 49,900 for FY 2016/17 by 504 prisoners, to a daily average of 49,940 Prisoners by the end of the first half of the financial year.

Proportion of entitled staff with access to house and clean water: The planned construction of staff housing at Nagalama for officers attached to the canine unit has not yet commenced due to funding, however with funds from the MTEF, UPF started to invest in activities that promote the living conditions which have a bearing on human rights observance, particularly staff housing, by starting the construction of 1,020 apartments at the Nakawa - Ntinda barracks. The first Phase of 60 units is at 1st floor level. Police require a minimum of 30,886 housing units to be able to accommodate the 41,000 entitled staff. The work is being done in-house by the engineering Brigade and crime preventers.

Additionally, under GoU funding, five (5) UPF health centres at Katakwi, Gulu, Hoima, Mbarara & Rukungiri were accredited as centers for HIV/AIDS treatment for affected staff and family bringing the total number to 9.

Low cost staff houses are being constructed at Luzira Prisons to house 480 Prisons staff. This is expected to reduce on the acute housing shortage and solve the problem of poor staff accommodation.

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The Sector is cognizant of the plight of staff affected by HIV/AIDS. In both the UPF and UPS where the problem is pronounced, a total of 1,914 (822 female) staff are being supported with nutritional supplies and medicine for opportunistic infections. The Sector was also actively involved in the commemoration of the National HIV/AIDS Day-Uganda celebrations held in Kalangala to create awareness on prevention, treatment and how to mitigate stigma.

Other welfare programs are the SACCOs and Duty Free scheme where staff get low interest rate loans and receive duty free building materials for constructing decent personal houses. In the Police Force alone, 5,256 personnel (1,113 female officers) have so far benefited from this scheme. This has enhanced motivation of staff since they are assured of retiring to decent homes.

Prisons also enhanced the welfare of prisoners by looking after a daily average of 49,940 prisoners, dressed 49,940 prisoners with uniform, looked after 231 babies staying with their mothers in prison and provided sanitary towels to 2,242 female prisoners.

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In fulfilment of the constitutional requirement of creating and sustaining awareness of the Constitution within society as the fundamental law of Uganda, UHRC conducted human rights community meetings known as *Barraza* and civic education in the 10 UHRC regional offices on the mandate of UHRC, human rights, land, children and women's' rights and

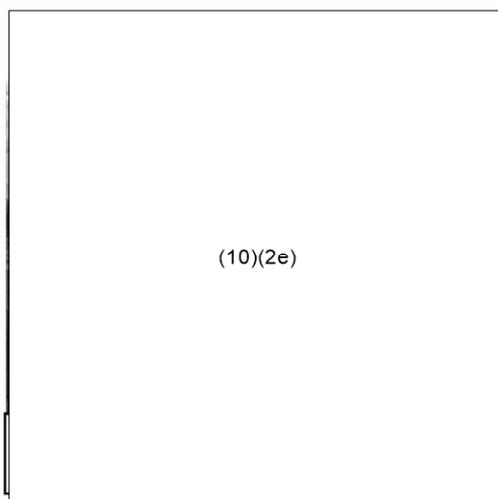
domestic violence reaching out to an estimated **8,388** people (**4,800** males and **3,590** females). This shows a 15.5% increase in attendance compared to the same period in the previous year. Furthermore, a total of 10,543 people were reached in 79 villages and 28 districts using the civic education vans that traversed villages and rural trading centres.

A total of 2,006 spot messages were aired on various radio stations nationwide, reaching an estimated population of 16 million people, and 297 callers of whom 219 (74%) were male and 78 (26%) female were attended to. In addition IEC materials were printed and distributed.

Output 3.2 External JLOS accountability promoted

Mortality rate in places of detention is currently at 0.75/1000 but is expected to reduce to 0.5/1000 by the end of 2016/17. This is above the annual target of 1.5/1000.

The UHRC registered a total of 628 alleged violations of human rights, with complaints on the right to personal liberty at 249 (39.6%); Inhuman and degrading treatment/torture at 208 (33%); deprivation of property 48 (7.6%) and child maintenance 67 (10.7%) among others



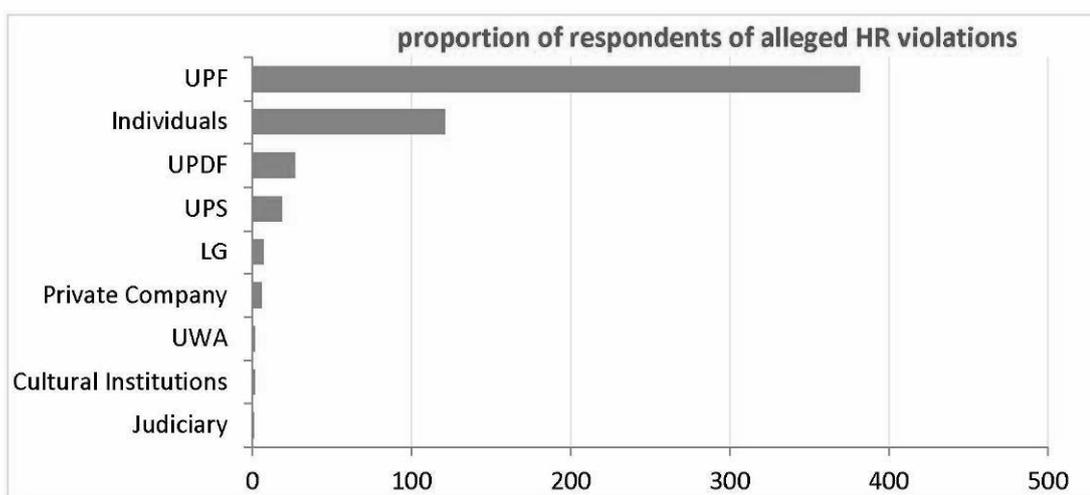
From the graph below, deprivation of liberty and torture were the highest form of human rights violation and it is on an upward trend followed



by denial of child maintenance and deprivation of property. The main causes of these particular violations are detention beyond the 48 hrs and early child parenthood.

Uganda Police Force still tops the list with 382 (67.3%) violations reported against them, followed by individuals at 121 (21.3%), UPDF at 27 (4.7%) and UPS at 19 (3.4%). In total there was a 44% increase in the number of violations reported compared to the same period in

the previous year. UPF slipped by 61% from last year's percentage of 21.2% while complaints against UPS dropped to 3.4%



The improvement in UPS is as a result of the reduced communication gap between UPS and the public through an established institutional hotline where the public pass information to the Commissioner General (0800-144-144) and the implementation of the open door policy which allows access to prisoners by the different players such as religious organizations, CBOs and NGOs to mention but a few.

Police has enhanced the use of the electronic media and weekly media briefs in the New Vision, *'the crime watch'* where the public is sensitized on crime issues. Police achievements are also published in major newspaper pull outs twice a year and the Police use the *'Mwangaza'* magazine to sensitize the public on what police and the community are doing to fight crime and contribute to development projects as well as sharing success stories.

Incidences of torture in places of detention and other government departments: UHRC, with funding from DGF1+, inspected 250 detention facilities. The findings indicate that 85 of detention facilities had completely phased out the bucket system and 165 had phased out the use of the bucket system during day but were still using them at night. This included 27 prisons, 45 police stations and 93 police posts. Though there has been improvement in the elimination of the bucket system in Prisons, not much has been done in Police.

Other findings include overcrowding in both police and prisons, lack of cells for juveniles, limited feeding of suspects in police cells and irregular court sessions as some of the violations of rights.

Output 3.3 JLOS internal accountability

- Number of institution with functional performance management systems - 6
- Proportion of inspector forum recommendations implemented - 50%

JLOS Internal accountability mechanisms include functional systems and mechanisms that track results, provide for performance assessments, detect and investigate cases of errant JLOS staff, sanction punishment for abuses and reward those that excel in delivering on their mandates. Three dimensions of internal accountability focus on human resource performance in service delivery, institutional service delivery and management of public resources.

Proportion of institutions with functional performance management standards

Staff performance is being monitored through annual appraisals, quarterly performance reporting and setting of new targets for all staff at various levels. The ODPP conducted visits and consultations country-wide in an effort to transform the complaints' desk into a Victims' Rights desk with support from the United Nations Office of the High Commissioner for Human Rights (UNOHCR).

The expansion of the suspect profiling system of Police to 15 stations has delayed due to migration issues of the cable backbone fibre from UTL to NITA-U. The stations where the system is operational have seen an improvement in the observance of the 48 hr rule up to 60%. The reduction in torture of inmates in prisons is as a result of severe punishment of staff that violate the rights of inmates;

All the Sector institutions continue to champion internal accountability through internal audits of all institutional activities and projects including strengthening inspections, supervision and monitoring and evaluation. ODPP completed 14 reports that assessed compliance with various procedures and regulations⁶. The findings of the reports will continue to act as a measure for performance improvement while promoting accountability within the ODPP.

The Police Council Disciplinary Committee sitting at Police Headquarters concluded 40 out of 80 cases including the case of the 7 Officers who are alleged to have tortured supporters of the former Presidential Candidate, Rtd. Col. Kizza Besigye, in Kampala. The Committee recommended various punishments including reduction in rank to each of the commanders and suspension of the crime preventer.

The Disciplinary Committee of the Law Council concluded 84 complaints leveled on Advocates and Clerks against a target of 100 in 27 sittings. The Committee sits once a week. There is need to amend the Advocates Act and Regulations to increase membership and review the number of sittings. In addition, a Committee to handle complaints was established in the Law Council.

The Judicial Service Commission investigated 63 complaints against different judicial officers, with 49 being corruption related (11 complaints by female complainants and 37 by male complainants and one by a group of individuals) posting a 129% complaints clearance rate at investigation level. Nevertheless disposal rate remained shy of the 65% annual target due to lack of Commissioners who were not yet inaugurated.

At URSB 8 investigations involving staff, clients, and police officers attached to the Bureau were conducted and 3 of the affected individuals were arraigned in the Courts of Law and the cases are yet to be concluded.

The JLOS Integrity Committee conducted a JLOS National Integrity Tour in December. Observations and recommendations were discussed at a workshop that was organized in January, 2017. The JLOS Secretariat and working groups will progressively implement the recommendations from the JLOS Inspectors Forum that were adopted at the Validation workshop.

⁶ Reports on the status of accountability of advances verified (2), Reports on procurement compliance with relevant regulations (2), Reports on the existing controls on verification of vehicles maintenance and fuel utilization (2), Reports on the payroll (2), Reports on compliance with the set standards on stores management (2), Reports on the status of implementation of all on-going projects (2), Reports on budget performance (2)

TABLE 16 RECOMMENDATIONS FROM THE VALIDATION MEETING OF THE JLOS INTEGRITY TOUR 2016⁷

INSTITUTION	RECOMMENDATION
Uganda Police Force	<ol style="list-style-type: none"> 1. Need for the establishment of a specified unit in the police to handle telecommunication theft. 2. The need to decentralise the money provided by JLOS for medical examination in sexual offences in order to increase accessibility to the funds. 3. Need to engage the public more in community policing. 4. Need for refresher courses and training for police surgeons. 5. There needs to be enhanced coordination between the JLOS institutions to promote efficiency. In Nakasongola, there was commendable co-operation between the political leaders, court, police, DPP and the UPDF. 6. Police officers should always communicate the state of affairs to the complainants in order to avoid allegations of corruption. 7. Police should strengthen security at court premises. 8. The Police should also consider transfer of officers who have overstayed in stations to achieve effectives. This particular challenge was mention at Sembabule Police station. 9. The police Standards Unit should address the alleged corruption among its officers. 10. To enable police in Kalangala to do community policing to proactively fight crime, there is a need to procure its own boat, be provided with sufficient fuel and man power. 11. Recommend that JLOS should think of putting up standard barracks structures for police officers in Kalangala district. 12. Remuneration for police surgeons enhanced in order to minimize their turn over. 13. Adequate facilitation for Police officers to enable them carryout their work efficiently. 14. Police officers who are undisciplined should be subjected to disciplinary measures other than just transferring them. 15. Expedite the construction of the Police station in Kyenjojo district 16. The Committee recommends increased facilitation for Police in Kalangala given its unique geographical location.
Office of the Director of Public Prosecutions	<ol style="list-style-type: none"> 1. There should be expeditious sanctioning of files. 2. The institution should increase to remuneration to officers in order to address the issue of High employee turnover. 3. The Committee recommends that the DPP takes a second look at files where persons are charged in groups and all committal files with a view to entering <i>nolle</i> in deserving cases. 4. DPP should consider strengthening staffing in the region. 5. Regional State Attorneys should be empowered to take decisions to reduce cases of calling for files by the headquarters which delays prosecution. 6. Ensure that the strict observance of ethical standards and efficiency, the inspectorate unit should be strengthened.
Judiciary	<ol style="list-style-type: none"> 1. Case files should be prepared in such a way that successors or incoming judicial officers can take over without any difficulty. 2. There should be a systematic way of tracking files from the various JLOSIC institutions. i.e. Police to DPP to court 3. Members of the public need to be sensitive on what cases are criminal or civil. 4. Litigants should be informed about the decorum of court for instance, the clerk should warn the court users to switch off their phones while court is in session. 5. Old court buildings that are not in occupation for instance the old court hall at Entebbe Chief Magistrates Court should be demolished. 6. Parameter walls should be constructed around court premises for instance at Entebbe Chief Magistrates Court and Mpigi Chief Magistrates Court.

⁷ These are the recommendations as proposed by the validation meeting and are yet to be formally adopted and presented to the Sector Leadership.

INSTITUTION	RECOMMENDATION
	<ol style="list-style-type: none"> 7. There should be an increase in the number of judicial officers in order to expedite the disposal of cases. 8. The Land Division should be decentralised. There should be a magistrate specifically handling land matters at the various courts. 9. Record management should be improved in all courts. 10. More computers should be obtained. 11. The need to translate to the Constitution into local languages in order to promote citizen awareness. 12. Need for a complex for archiving concluded land cases and a qualified archive manager. 13. More furniture should be provided to courts. 14. Human Resource Management of Judiciary should address the man power gaps especially among lower courts. A case in point is Sembabule district where the Grade two Magistrates handled over four sub stations. 15. There is also need for Chief Magistrates Court in Kitgum, Alebtong, and Dokolo etc The Judiciary should consider facilitating Magistrates to utilize the use of media centers like radios to sensitize their communities especially on land laws. 16. Improved staff supervision especially at court to ensure court staff work throughout the week 17. The number of court sessions should be increased to decongest prisons. 18. Driving the Bar by forcing advocates to work without numerous adjournments. 19. Limiting the time for hearing interlocutory applications. For instance advocates should be required to serve the interlocutory applications alongside submissions in order to avert inordinate delay. 20. There is need to create a nexus between the High Court Land Division and the Administrator General's office. 21. Need for facilitation for backlog sessions 22. Transport for judicial officers should be prioritised especially in hard to reach areas. Also transportation facilities for visiting locus in quo should be provided. 23. Courts should carefully identify cases where there are attempts to criminalize civil cases especially land cases.
Uganda Prisons Service	<ol style="list-style-type: none"> 1. The prisoners requested a change in diet at least thrice a month from the posho and beans to matooke, cassava, rice and meat 2. The need for every prisoner to have at least two pairs of uniforms 3. Need for buses to transport the prisoners to and from court. 4. Need for provision of lunch when attending court 5. The need to extend vocational skills such as poultry, carpentry, formal education to all prisons 6. Construction of a female wing at prisons such as Kaweeri and Bubukwanga prisons. 7. Perimeter walls should be constructed around all prison facilities to improve on the security of prisoners. 8. Construction of a prison facility at Kyenjojo District since the District authorities have already provided land for the same 9. Interventions such as plea bargaining should be encouraged as one of the mechanisms of disposing cases faster and reducing congestion in prisons. 10. Need for qualified medical personnel to be stationed at all prison facilities such as Mpigi Prison. 11. Start the construction of the Prisons in Kyenjojo district where the district has provided land which is already surveyed. 12. Need to enhance the drug supply to cater for inmate's health.
Ministry of Gender Labour and Social Development	<ol style="list-style-type: none"> 1. Remand homes should be constructed at regional level. The southern region visited lacks a remand home. 2. Better facilitation of Probation office function in all regions.
GENERAL RECOMMENDATIONS TO JLOS INSTITUTIONS	<ol style="list-style-type: none"> 1. JLOS institutions need to be mindful of PWDs when putting up structures. These structures should be accessible and cater for the needs of PWDs 2. There is need to provide accommodation of staff by JLOS institutions

Output 3.4 Anti-corruption measures in JLOS adopted and implemented

The Judiciary continues to implement its Anti-corruption Action Plan through a joint training approach with CID and ODPP in areas of advocacy and investigative skills for handling prosecutions of corruption cases. The UPF's draft Anti-corruption strategy is awaiting approval by the Police Advisory Committee (PAC) meanwhile ODPP has started on the process of developing its plan. Sector Institutions also participated in the National Anti-Corruption week activities organized by the Directorate of Ethics in the Office of the President.

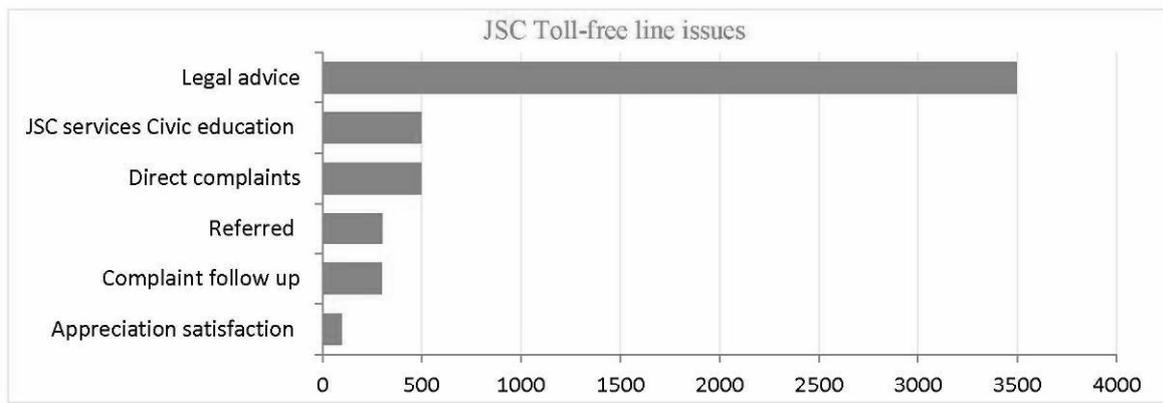
Public outreach programmes on anti-corruption remain a key strategy for the Sector. 600 members of the public in the districts of Butaleja, Ngora, Amuria, Katakwi, Serere and Bugiri benefited from anti-corruption barazas, an effort meant to fight corruption, provide quick feed back to the public and enhance accountability

JLOS furthered the zero tolerance to corruption policy through civic awareness creation campaigns aimed at promoting transparency and empowering communities. The Sector institutions including JSC, Anti-Corruption Division and URSB among others provided information to the public on rights, procedures, fees or charges, complaints registration processes and management systems (including the toll free lines). The JSC through the open-air district sensitisation meetings empowered an estimated 800 persons in the districts of Kaliro and Kiboga (Kiboga Town Council and Lwamata Town Council) and an estimated 5,000,000 persons in the districts of Kasese, Jinja, People in Iganga, Kampala, Apac, Moroto and Kisoro were among those reached through 51 talk shows (radio and TV).

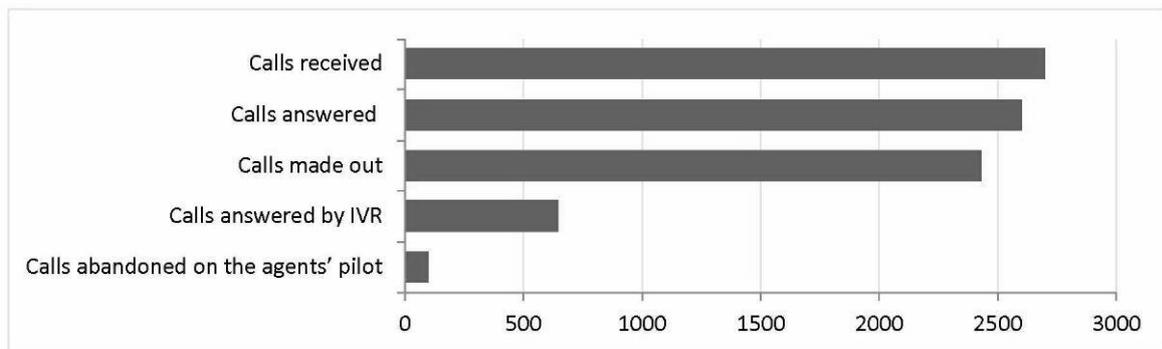
Popularisation of the use of public complaint's systems (toll free line and suggestion boxes) in URSB, the JSC, the Judiciary, Police, Prisons, Gender, ODPP and UHRC) remained high in the Sectors agenda against corruption and delay in service delivery. The Sector through the JSC and URSB toll free lines received 13,680 calls (see table below), where the callers were provided with feedback ranging from procedures and formalities, information on service centres, legal aid, acknowledgements, complaints status among others. This enhanced timeliness, accountability reduction of transaction costs in service delivery.

Table 17 JSC and URSB Toll-free lines

JSC Toll-free lines (0800100222/0800100221)		URSB toll-free line	
<i>Call Category</i>	<i>Volume</i>	<i>Call Category</i>	<i>Volume</i>
Direct complaints	500	Calls received	2,700
Legal advice	3,498	Calls answered	2,602
JSC services Civic education	500	Calls answered by IVR	648
Complaint follow up	300	Calls abandoned	98
Appreciation satisfaction	100	Calls made out	2,430
Referred	304	-	0
Total calls received	5,202	Total calls	8,478



URSB toll-free line



Proportion of complaint against JLOS officers dispose of compared to registered: Corruption among JLOS officers undermines public trust and confidence in JLOS institutions obstructs access and undermines JLOS services to the public. The Sector's zero tolerance to corruption efforts targeted individual officers in the Judiciary through the JSC. In the reporting period, the JSC registered no case disposal due to lack of a Commission until 5th December 2016. This affected disciplinary function expanding the case load to 370 (for lower bench officers) from 307.

The JSC upheld the fight against corruption among individual judicial officers where a 129% complaints clearance rate was reported at investigation level (number of complaints investigated expressed as a percentage of total complaints registered in the reporting period). Specifically the Commission received 49 corruption related complaints (11 complaints by female complainants and 37 by male complainants and one by a group of individuals) and investigated 63 complaints across different Chief Magisterial Areas thus bring the number of cases identified for the Disciplinary Committee to 370. There is therefore a need to fast-track case disposal to address the high and rampant level of corruption in the judiciary which is at a high of 59%⁸. There is however still a challenge with the response to complaints. Analysis of calls received through the toll free line indicates that 500 calls were direct complaints against Judicial officers but only 49 were actually captured in the complaints management system. This is largely due to the highly manual processes of formal complaint registration, centralisation of JSC services and the resultant high transaction costs thus limiting the ability to respond expeditiously to complaints.

⁸ Mid-Term Review of the JLOS Strategic Investment Plan III (2016).

The Sector took action with intent to deter sanction, reprimand, suspend, demote, name and shame, recover imprisonment, fine, caution, community service, dismiss and punish individuals found guilty of corruption. The URSB conducted 3 internal investigations involving individual staffs on allegations relating to financial losses and registered and investigated 5 cases involving Clients and the Police where 3 of the persons involved were arraigned in Court

This low performance compromises the efficiency of the ACD in the adjudication of corruption cases thus undermining the fight against corruption.

Output 3.5 Accountability in Transitional Justice promoted

Under the workplan, no new activities were planned under this output, but there were efforts to document and verify war debt claims in conflict affected areas.

Ministry of Justice this financial year set out to verify the Acholi War debt claimants, following complaints of the existence of 4,000 “ghost” beneficiaries. A documentation programme to adequately inform Government on who, where and what victims lost during the war was undertaken in Teso, Acholi and Lango sub regions. However, the Sector notes with concern that due to the adhoc nature of such interventions, Government loses more to unscrupulous individuals and “ghost” beneficiaries. Thus the urgent call to Government to adopt/embrace a well packaged reparations programme as proposed by the Sector. Aware of the current challenges, the sector proposal of the National Transitional Justice Policy, to address issues of reparations is long overdue.

5.0 PROGRAMME MANAGEMENT

The sector programme management is structured around the thematic working groups including Human rights and accountability, access to justice civil, access to justice criminal and Transitional justice. These are supported by the monitoring and evaluation component. Below is a synopsis of the performance of each of the thematic areas.

5.1 HUMAN RIGHTS AND ACCOUNTABILITY

The Human Rights and Accountability Working Group held meetings during the reporting period with a focus on human rights and on accountability. The thrust of engagement in the meetings was follow up on implementation of JLOS programs and consideration of reforms in the areas of human rights and accountability.

Human rights discussions focused on mainstreaming Rights of Persons with Disabilities (PWDs), legal reform, development of the National Action Plan on Human Rights, development of a Human Rights Documentation Project and consideration of implementation of recommendations from the UHRC annual reports. The working group also engaged the build during the anti-corruption week.

5.2 ACCESS TO JUSTICE CIVIL WORKING GROUP

Civil Justice Working Group held one meeting during the reporting period. The meeting was at the Land Justice Sub-Committee level and members considered land justice issues and came up with recommendations for addressing arising issues. The Land Justice Sub-Committee members also considered action areas for JLOS in the National Land Policy Implementation Action Plan 2015, access to land justice issues and challenges, land law review, cancellation of illegally acquired land titles on wetlands and restoration of wetlands by NEMA among others. The Sub-Committee submitted a concept paper on strategic interventions for Land Justice Case Backlog to the Judiciary Case Backlog Committee.

Civil Justice Working group was actively involved in the implementation of Alternative Dispute Resolution Project in the Judiciary; Ministry of Justice & Constitutional Affairs (Directorate of Civil Litigation, Office of the Administrator General; Law Council); Uganda Human Rights Commission; Judicial Service Commission; Industrial Court and Uganda Law Society. By the end of the reporting period, the ADR project had ended but implementation of mediation is ongoing across all Sector institutions with a civil dispute resolution mandate.

The Service Delivery Standard which were developed by working group are pending approval and adoption.

5.3 TRANSITIONAL JUSTICE

The popularization of Transitional Justice as JLOS key deliverable has attracted slow but commendable impact. The influence of transitional justice in recent legislation including money laundering laws is . The Sentencing guidelines for example is the first piece of legislation that mentions of reparative terms like restitution, and restorative justice for victims of crime, the International Crimes Division Rules of Procedure and evidence make a bolder step in specifically providing for reparations and the Amnesty Amendment Bill 2014 as well if

enacted makes emphasis on reparations. The Sector is thus confident the Transitional Justice will help shape criminal justice steadily. In addition, transitional justice is a justice concept that is only achievable if accepted by the communities and the key implementing structures, within Government.

5.4 CRIMINAL JUSTICE WORKING GROUP

Under criminal justice, Working Group efforts were directed at enhancing institutional response to crime by engaging in research and discussions on case backlog reduction programmes. The Working Group provided technical support in efforts to address prisoner welfare, promote prisoner rehabilitation and community re-integration among the many reforms. Meetings were held at Subcommittee and Working Group level which informed the Working Group work as well as a presentation before the Justice Buteera Committee on Case log reduction in November 2016. The Working Group also considered and deliberated on the Session System of case disposal and made a report to inform future interventions by the criminal justice agencies as well as the next sector development plan. The Working Group supported and engaged in discussions to have cases at the Naguru Remand Home, supported the development of guidelines on remand homes, the development of the Child Justice Strategy as well as actively participating in the completion of diversion guidelines. Working Group members made presentations at various institutional fora sharing and being informed of best practices to improve the criminal justice system in Uganda.

5.5 MONITORING AND EVALUATION

Monitoring and Evaluation is aimed at achieving efficient and accountable results reporting across the chain. Joint management of the planning monitoring and evaluation functions allows for more effective oversight and stewardship at all levels and improved reporting to stakeholders. The sector developed a single M&E system to manage the planning, monitoring and evaluation work flow and to provide a structure, service and accountability measures to all institutions and stakeholders. The M&E units across all institutions service the system. A report of major activities undertaken is provided below.

The 21st Annual Review: The sector prepared and printed the 2015/16 annual report which was presented at the 21st Annual review held under the “A Pro People Justice System: building public trust” in October 2016 at Speke Resort Munyonyo. During the review the development partners assessed the annual performance report as satisfactory. Also CSOs were given an opportunity to assess sector performance.

Training of JLOS staff in reporting and capacity building for M&E: As part of the continuous capacity building programme the sector secretariat trained staff of the policy and planning units in reporting emphasizing what JLOS reports should contain and the purpose for which they are prepared. The secretariat also facilitated training sessions in sector institutions such UPF, Judiciary, UPS among others in budgeting and preparation of work plans.

JLOS House: The secretariat also facilitated procurement process for the JLOS house under the PPP modality. Currently the contract negotiations are ongoing with the named preferred bidder. Details on the project are detailed in chapter 3 of the report under outcome 2.

Formulation of SDPIV

The sector is currently developing the 4th Strategic Development Plan (SDP IV) which seeks to consolidate the gains that were realized over the 15 years since the inception of the Sector Wide Approach (SWAp). It also further expresses Government's commitment and determination to deal with the challenges that people with justice problems face in the search for justice as they pursue economic, social and cultural issues that affect them. It seeks to strengthen the mechanisms for delivering citizen-centered access to justice and provide a strategy to meet the justice needs that the citizens in Uganda face on a daily basis.

In designing the SDP IV, the Sector has into account the national planning framework namely, the second National Development Plan (NDP II), within which the JLOS must feed into and contribute. The SDPIV is largely being developed internally and a working draft has been shared by stakeholders. It is expected that the SDPIV will be launched during the JLOS Forum expected before the end of FY 2016/17.

DCC Coordination: The sector M&E function also coordinated and resourced DCCs, RCCs and the Chain linked Advisory Board. There are currently 128 functional DCCs and 15 RCCs. The sector with support partly from UNICEF facilitated DCC activities including meetings, inspections, outreach as well as Radio Talk shows. To improve performance, DCC meetings and functionality has been added to the key performance indicators of the Registrars and magistrates that the sector has published for distribution to all judicial officers.

The sector facilitated the Regional Chain Linked Committees to address some of the weaknesses identified in the DCC management, however only one meeting of the advisory board was held due to limited funding. The M&E function is also supporting the process of developing a case backlog elimination strategy for the sector in general and the judiciary in particular.

Justice for Children Programme: With support from UNICEF the sector is currently managing a justice for children programme in 24 DCCs and 13 Regional chain linked committees. In the reporting period the program supported 15 DCCs to hold open days. The open days enable JLOS duty bearers to meet JLOS stakeholders and the public so as to provide information on policing, prosecution, adjudication and correctional services as well as where to get probation services including the roles and responsibilities of the JLOs actors. Real time answers are provided to the public on issues raised and a special space is provided dealing with issues of juvenile justice and access to justice by vulnerable groups.

Each of the DCCs was supported to develop and implement action plans. All the 24 DCCs and 13 regions developed action plans. The sector employed and facilitated 13 Regional and a National J4C Coordinators are to provide technical support to the program in the program regions and districts (13 RCCs and 24 DCCs) towards monitoring and capacity building on

child justice and Gender Based Violence and Violence against Children. The support is to facilitate coordination, mentoring and hand holding of stake holders on justice for children issues and to ensure that all program activities are carried out; activity reports as well as financial accountability is compiled and submitted.

UNICEF also provided support to JLOS to monitor SIPIII indicators in 5 districts with remand homes and supports juvenile justice data collection, this has strengthened monthly reporting by DCC on progress against targets on child related cases and identification of bottlenecks for action by JLOS. Implementation of activities provided added opportunity for JLOS to mentor and coach officers in the selected districts on data collection tools.

Final

FINANCIAL PERFORMANCE JULY TO DECEMBER 2017

This financial report reflects the budget performance for all Sector institutions for the period July to December 2016. The Sector is supported by GOU through the MTEF and development partners who include the Netherlands, Austria, Denmark, UNICEF, UN Women and UNDP. Other development partners supporting the Sector through the DGF include Ireland, Sweden, and the European Union. Austria provided two million Euros in budget support. The Netherlands provided shillings 3,082,500,000 for this FY 2016/17 being the second disbursement under the existing arrangement where 2 million Euros was committed to JLOS SWAP for the FY 2015/16 to 2016/17, while Denmark provided 7.5 million DKK. The three year ADC funded ADR programme ended in October 2016. UNICEF provided project support under the Justice for Children program. UNDP provided USD 2 million, towards implementation of the Rule of Law and Constitutional Democracy Programme and the Peace, Security and Systems Resilience Programme⁹.

National budgeting and implementation process

The GOU budget cycle starts in October following issuance of the budget call circular that details government priorities and the Medium Term Expenditure Framework (MTEF). This is preceded by the Country Portfolio Performance Review between July and August each year. Sector Working Groups and Local governments prepare and submit Sector Budget Framework Papers (BFPs) and collectively the Sector BFPs form the National BFP which has details of budget estimates by each Ministry and institution. The National BFP is presented to Parliament which has the power of appropriation. Once approved each Ministry/Department is allocated a ceiling of the amount to be spent in the financial year. All transactions are drawn against the Single Treasury Account in the Bank of Uganda operated through the Integrated Financial Management System

Once the budget is approved, the Ministry of Finance, Planning and Economic Development issues quarterly cash limits against which each institution can spend in a Quarter from the approved budget.

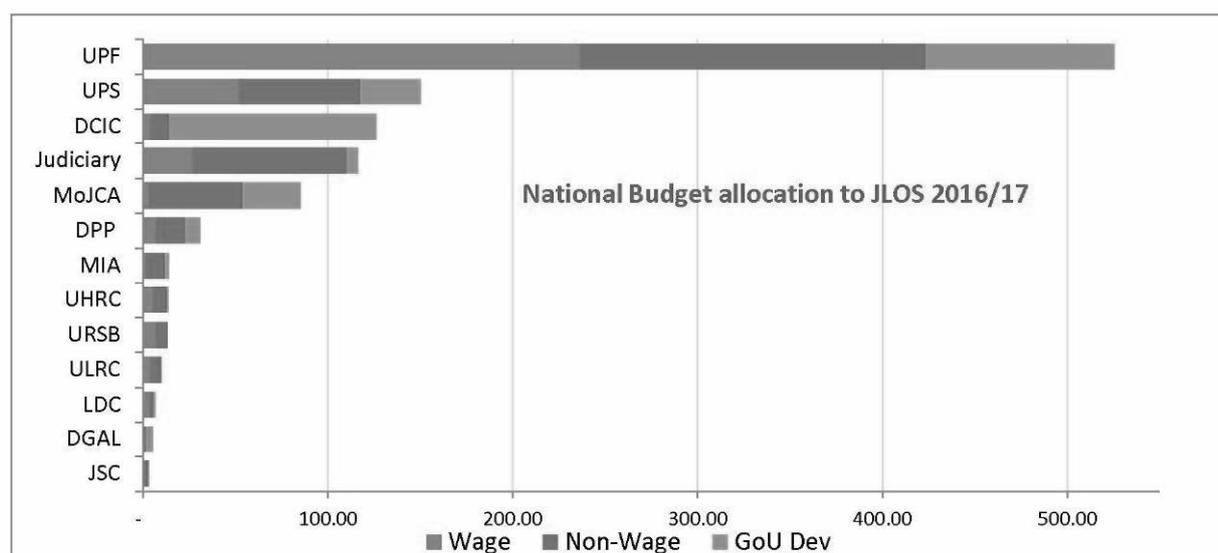
National Budget allocation to JLOS 2016/17

For the financial year 2016/17, JLOS was allocated a total budget of shillings 1.104 trillion compared to the national budget of 26.361 trillion, which is 4.1% of the approved National Budget of the Financial Year. This allocation includes shillings 32.2 billion for the JLOS SWAP Development Fund as approved in the MTEF. The allocation translates into 11.5% decrease in the overall Sector budget (UGX 140 billion decrease) compared to UGX. 1,244bn allocated in FY 2015/16.

Overall, non-wage recurrent allocation reduced from 535.3 bn in 2015/16 to UGX.450.4 billion; while Capital development decreased from UGX.378.7billion to UGX.299bn while

⁹ Note that the funds support activities within the approved work plan, however not all funds are for JLOS institutions. Other beneficiaries include Parliament, Ministry of Foreign Affairs, and Ministry of East African Community Affairs among others.

the wage provision increased marginally from UGX 324.1 billion in FY 2015/16 to UGX.354 billion in the reporting period.



In terms of institutional allocations, almost half (47.6%) of the entire Sector budget is earmarked for policing services. The other top institutions are Uganda Prisons, receiving 13.6%, DCIC 11.5%, Judiciary 10.6% while MoJCA was allocated 7.7% including the SWAP Development Fund. The breakdown by institution is as shown below.

Table 18 National Approved Budget allocation to JLOS 2016/17¹⁰

Vote	Institution	Wage	Non-Wage	GoU Dev	Total	% share
144	UPF	236.24	187.70	101.66	525.61	47.6%
145	UPS	52.19	65.76	32.57	150.52	13.6%
120	DCIC	4.02	10.34	112.19	126.55	11.5%
101	Judiciary	27.18	83.42	5.95	116.55	10.6%
007	MoJCA	3.55	50.63	31.32	85.50	7.7%
133	DPP	7.18	16.15	7.98	31.31	2.8%
009	MIA	1.78	10.42	1.99	14.20	1.3%
106	UHRC	5.59	7.51	0.70	13.80	1.3%
119	URSB	7.06	6.59	-	13.64	1.2%
105	ULRC	4.07	6.08	0.20	10.36	0.9%
109	LDC	3.80	2.19	0.87	6.87	0.6%
305	DGAL ¹¹	0.76	1.24	3.34	5.34	0.5%
148	JSC	0.78	2.36	0.24	3.37	0.3%
	Total	354.21	450.40	299.01	1,103.62	100.0%

JLOS institutions such as Ministry of Gender Labour and Social Development, Ministry of Local Government and the Tax Appeals Tribunal are captured under Social Development Sector, Public Sector Management and Public Administration Sector respectively, while Uganda Law Society is not a department of Government and CADER is under MoJCA.

¹⁰ The Votes are arranged in ascending order based on funds allocated for ease of comparison

¹¹ DGAL was a vote created out of Ministry of Internal Affairs at the start of the current financial year.

JLOS Budget Performance for the first half of FY 2016/2017

Overall, the Sector received 52.7% of the annual approved budget. However, 7 out of the 13 votes received less than 50% of the annual allocation as shown in table 19 below. This affects implementation of the planned activities. The table below summarises the approved budgets, as well as the amount of the approved budgets released to each of the JLOS institutions.

Table 19 performance against the total JLOS Budget¹²

Vote	Institution	Approved Budget	Release	Total
144	UPF	525.610	315.676	60.1%
145	UPS	150.520	84.256	56.0%
101	Judiciary	116.550	59.566	51.1%
120	DCIC	126.550	40.611	32.1%
007	MoJCA	85.500	34.961	40.9%
133	DPP	31.310	13.973	44.6%
119	URSB	13.640	7.031	51.5%
106	UHRC	13.800	6.583	47.7%
009	MIA	14.200	5.842	41.1%
105	ULRC	10.360	4.364	42.1%
305	DGAL	5.340	4.094	76.7%
109	LDC	6.870	3.455	50.3%
148	JSC	3.370	1.341	39.8%
	Total	1,103.62	581.753	52.7%

SWAP Development Budget Performance FY 2016/2017

The SWAP Development Budget includes funds appropriated under the SWAP Development Fund, programme support from the JLOS Development Partners, projects and direct funding from donors.

The total approved JLOS SWAP Development workplan was costed at UGX 45.2 billion. The funds committed to funding the workplan included UGX 32.2bn from GOU, which includes proportionate funding from Austria a Sector budget support donor, UGX 3.082billion from the Netherlands, 7.5Million DKK from DANIDA. The Netherlands support to JLOS is for specific institutions namely UHRC, ULRC, JSC, LDC and ULS. UNICEF support focuses on juvenile justice and selected DCCs, while DGF is supporting legal aid by financing activities of the Law Council, Justice Centres Uganda, LDC, UHRC and ULS-Legal Aid Project of Uganda. The UNDP supported Rule of Law and Constitutional Democracy programme targets the Ministry of Justice and Constitutional Affairs, Ministry of East African Community Affairs, the Parliament of Uganda, the Media Council, Electoral Commission, Uganda Human Rights Commission, Ministry of Foreign Affairs and Law Development Centre. DANIDA support to the SWAP work plan includes the completion of unfinished activities started under DANIDA-Judiciary project. Table 20 provides a summary of budget allocation and release against the SIPIII outcomes in the 2016/17 work plan.

¹² Table is arranged in ascending order based on share of budget allocated. An analysis of %age of release spent will be provided in the annual report

Table 20 Summary of budget performance against outcomes in the work plan

Out come	Budget	Release	%
Legal and Policy Framework	3,445,141,000	1,570,495,000	45.59%
Access to JLOS Services	31,082,856,110	10,473,174,401	33.69%
Human Rights and Accountability	4,596,032,000	1,652,900,000	35.96%
Sector wide	6,097,490,150	5,267,020,932	86.3%
Add funds not disbursed by secretariat		3,767,853,259	
Total	45,221,519,260	22,731,443,592	50.2%

Table 21 Development partner support towards the SWAP work plan for the first half of FY2016/17

Development partner	Programme	Amount provided	Disbursement
Netherlands	SWAP budget support to UHRC, ULS, LDC, ULRC and JSC	UGX. 3,082,500,000	December 2016
DANIDA	JLOS SWAP WP FY 2016-17	7.5 Million DKK	November 2016
Austria	Budget support to MTEF FY 2016/2017	€ 2 million	December 2016
UNDP	Rule of law and constitutional democracy programme	UGX. 316,215,425	December 2016
UNICEF	Justice for Children	UGX 583,249,114	October 2016
DGF	Law council for local Government activities	UGX. 86,036,500	December 2016

By the time of writing this report the Netherlands Government and Austria had fulfilled their commitments while DANIDA had made a partial release of **UGX. 2,577,319,588**. UNICEF support to juvenile justice amounting to shs 583,249,114 was also received during this reporting period. The Sector had accessed about 50% of the total funding committed for the SWAP work plan by the end of the first half of 2016/17.

In the period under review a total of UGX. 32.7bn was available including UGX. 10 billion being balances on SWAP and project accounts brought forward at the end of the previous financial year. Specifically the rolled over funds included UGX. 7 billion for the JLOS House project, UGX.2.3 billion for ongoing construction projects in various institutions awaiting submission of certificates from contractors and for procurements that had been undertaken and were yet to be paid for.

Table 22 Receipts and expenditures by JLOS institutions under the SWAP development fund as at 31st December 2016.

Institution	Approved Budget	B/f FY 2015/2016	Receipt GOU and DPG	Total	Expenditure	Balance	% expenditure
LDC	1,010,700,000	2,270,595	621,860,000	624,130,595	622,626,655	1,503,940	98
MIA	3,518,800,110	100,988	1,128,000,000	1,128,100,988	1,072,402,728	55,698,260	95
Judiciary	8,310,840,000	10,161,254	2,550,000,000	2,560,161,254	2,318,708,225	241,453,029	91
UPS	6,845,000,000	0	1,980,000,000	1,980,000,000	1,778,042,896	201,957,104	90
DPP	3,378,860,000	6,711,019	1,095,000,000	1,101,711,019	978,949,000	122,762,019	89
MoJCA	3,068,040,000	92,184,238	1,708,202,000	1,800,386,238	1,618,717,497	181,666,741	83
MoLG	434,600,000	49,533,734	180000000	229,533,734	163,651,000	65,882,734	71
TAT	271,500,000	65,800	170,000,000	170,065,800	102,475,000	67,590,800	60
MoGSD	389,328,000	1,155,394	290,000,000	291,155,394	139,615,000	151,540,394	48
Sector wide ¹³	9,104,764,150		2,667,242,661	2,667,242,661	1,478,184,732	1,189,057,929	55%
Sector wide ¹⁴		486,537,909	6,701,646,727	7,188,184,636	3,420,331,377	3,767,853,259	51
DCIC	780,000,000	235,821	554,000,000	554,235,821	183,284,737	370,951,084	33
UPF	3,743,012,000	710,385,266	1,000,000,000	1,710,385,266	547,207,000	1,163,178,266	32
UHRC	1,327,800,000	473,832,897	520,000,000	993,832,897	290,398,927	703,433,970	29
ULRC	1,531,790,000	12,747,615	670,000,000	682,747,615	187,845,500	494,902,115	28
JSC	670,460,000	25,163,000	380,000,000	405,163,000	103,956,000	301,207,000	26
ULS	227,500,000	133,637,280	195,000,000	328,637,280	67,719,500	260,917,780	21
URSB	608,525,000	130,030,996	320,000,000	450,030,996	59,777,716	390,253,280	13
subtotal	45,221,519,260	2,134,753,806	22,730,951,388	24,865,705,194	15,133,893,490	9,731,809,704	61
JLOS House	0	7,965,753,805	492,204	7,966,246,009	493,186,755	7,473,059,254	6
Total	45,221,519,260¹⁵	10,100,507,611¹⁶	22,731,443,592	32,831,951,203	15,627,080,245	17,204,870,958	48%

Sources and Uses of Funds Statement half year FY 2015/2016

In the reporting period Government released Shs 16 billion, the Netherlands 3.082 billion, UNICEF 583 million, and DANIDA 2.57 billion, UNDP disbursed shs 0.316billion under the Rule of Law and Constitutional Democracy programme and DGF released shs 86million for capacity building in Law Council.

¹³ This includes Programme management and other activities that are cross cutting

¹⁴ Funds released directly by Donors for implementation of the work plan and projects

¹⁵ The approved budget was deficit budget with expectation that some development partners who had not yet committed would finance the deficit.

¹⁶ This is an adjusted figure after the final audit was conducted by the OAG.

Table 23 Sources and Uses of Funds Statement half year FY 2016/2017 as at 31st December 2017

Financing	Amount shs
Sector balance from FY 2015/16	2,134,753,806
JLOS House balance from FY 2015/16	7,965,753,805
Receipt from GOU including sector budget support	16,029,796,865
UNDP Rule of Law and Constitutional Democracy Programme	316,214,425
Netherlands SWAP activities of UHRC, ULS, LDC and ULRC	3,082,500,000
UNICEF Justice for Children (J4C)	583,249,114
DGF	86,036,500
DANIDA JLOS WP FY 2016/17	2,577,319,588
Total Revenue	32,831,951,203
Expenditure	15,627,080,245
Un spent balance	17,204,870,958
Represented by	
Institution Balances	4,774,898,516
Secretariat Closing SWAP bank account balances	4,956,911,188
JLOS house closing bank account balance	7,473,059,254
Total Net Cash balance	17,204,870,958

The SWAP Financial Management Process

Planning and Budgeting: The SIP III provides the basic planning framework for the Sector institutions. All JLOS institutions prepare implementation or operational plans focusing on broad sector reform areas. Every year the Sector prepares and agrees on a common work plan and budget based on the agreed priorities in the SIP III. The budgeting process follows the annual government budgeting cycle. The Sector prepares, as provided for by the Government, a Sector budget framework paper for each financial year. The JLOS Secretariat coordinates the Sector budget process by collecting and merging the draft individual institutional proposals and presents it through the preparation and approval process from the Budget Working Group¹⁷ to the Technical Committee and Steering Committee.

Accounting and Financial Reporting: JLOS follows the government accounting procedures and regulations as set out in the Public Finance and Accountability Act as well as the Treasury Accounting Instructions which provide the basis for GOU Financial Reporting. The activities and projects that cannot be completed within one financial year are planned for in the following FY by reflecting them with the relevant cost.

¹⁷ Budget working group comprises institutional representatives who include Under Secretaries, Planners, Heads of Finance and Administration, Head of Planning, Registrars among others.

This process is facilitated by the Financial Management Specialist (FMS) in planning and budget execution. The FMS provides guidance and oversees the implementation of the broad Sector financial management strategy. This includes developing mechanisms for monitoring and tracking absorption and efficient utilization of funds to enhance accountability that provide an audit trail to reduce fiduciary risk; analyzing and submitting financial reports for sectoral projects including analysis of sector budgetary trends to inform the overall financial decisions.

Funds Flow Modalities: Wage and recurrent budget provisions as well as capital expenditure budgets appropriated directly to Sector institutions are disbursed directly to the sector institutions through the approved Government Integrated Financial Management System (IFMIS). The funds are however directed towards operational expenditure that provides the basic comparative advantage to the realization of the Sector outcome and output targets. The development funds, under the SWAP and other bilateral funding to finance the SIP III, are disbursed through the Ministry of Justice and Constitutional Affairs and are released as advances on a quarterly basis to Sector institutions in line with the approved annual and quarterly work plan. Sector institutions provide quarterly progress reports and accountabilities for previously disbursed funds for review by the Budget Working Group before subsequent releases are made.

There is a limited amount of funds retained at the Secretariat to cater for programme management and other sector wide activities such as support for the DCCs, committee meetings, and construction of justice centres, annual and semi-annual reviews as well as monitoring and evaluation exercises.

Audit

The Sector received a clean audit report from the Auditor General in the FY 2015/16. However various observations were made that the Sector is currently following up with the conceEKNd authorities and institutions. The internal audit activities were performed by the in-house internal auditors of the various institutions in line with the requirements of the Government of Uganda Charter for Internal Audit functions. The table below summarises actions on previous recommendations of the Auditor General.

Table 24 AUDIT ACTIONS OF PREVIOUS AUDIT FINDINGS¹⁸

Issues	Recommendation	Action plan	Progress made.	Responsibility
1. Poor budget performance for all institutions	<ul style="list-style-type: none"> Accounting officers to liaise with the Ministry of Finance to ensure adequate funding for implementation of planned activities 	<ul style="list-style-type: none"> Review of work plan Reminding of responsible Officers to take note of pending activities Budget performance report produced Negotiation for alternative sources of funding Lobbying with Ministry of Finance for adequate funding Close monitoring 	<ul style="list-style-type: none"> Joint meeting of meeting with Ministry of Finance Dialogue with donors for additional support Agreement with donors to fund selected activities/projects in the work plan Budget review is being done every quarter Close monitoring by PPU, the Joint inspection and the Secretariat. 	Accounting Officers, STA, TAs, PPU
2. Inadequacy of funds released (Budget under funding)	<ul style="list-style-type: none"> Recommend that adequate planning is undertaken in the allow utilization of funds in a timely manner 	<ul style="list-style-type: none"> Build Capacity for PPU and implementers in Planning, Procurement and Management; Conduct quarterly reviews of the implementation of work plan; Conditional quarterly releases based on absorption capacity of institutions; Institutions to commence procurements early; Conduct meetings with institutions with low absorption to chart a way forward 	<ul style="list-style-type: none"> Quarterly Progress Report is produced by all institutions Recurring activity and it is ongoing All release are based on absorption ability by institutions Procurement is now started immediately after approval of the work plan. 	PPU & BWs TAs and Accounting Officers PDU Accountants and Internal Auditors. Desk Officers.
3 Construction payments effected by the secretariat	<ul style="list-style-type: none"> Management should ensure that payment is effected by institutions to allow monitoring and independent verification of work done 	<ol style="list-style-type: none"> Harmonies and standardize systems <ul style="list-style-type: none"> Payment done by institutions; The secretariat do monitoring work; Do independent verifications; 	<ul style="list-style-type: none"> Construction committee have linkages through the secretariat staff Joint sector inspection in place to improve on close activities monitoring and management 	Secretariat, PPU, BWGs, M & E, Accounting Officers
4. Activities paid for but not in the budget of current FY	<ul style="list-style-type: none"> Management should ensure that fund balance from previous FYs are reflected in the new WP. 	<ol style="list-style-type: none"> Unspent funds should be reflected in the new Work plan; Unfinished activities must be shown in the new work plan; Completed activities must be closed. Activities not in the approved work plan should not be funded. 	<ul style="list-style-type: none"> All unfinished activities with respective fund balances are being reflected in the new Work Completed activities are closed and handed over 	PPU, Secretariat, Accounting Officers. Accountants

¹⁸ A comprehensive status report will be presented in the annual report

5. Poor Case backlog Management by responsible institution	Management should identify the bottlenecks in the administration of justice and ensure that they are addressed. Activities should be implemented in accordance with the work plan and budget to enable achievement of program objectives	<ol style="list-style-type: none"> 1. Funds should be released based on a cause-list; 2. Need for a revised CB strategy 3. Frequent review of case backlog performance; 4. Improve communication between institutions; 5. Improve records management. 6. Additional budget support in the coming budget. 	<ul style="list-style-type: none"> • Case Backlog Progress Reports are produced for review by the Case backlog Committee • There is budget allocations for all institutions affected by case backlog 	UPF,UPS, CJ,PJ, DPP, CR,
6. Irregular splitting of procurement	Management should ensure all procurement follow the PPDA rules	<ol style="list-style-type: none"> 1. Build capacity of MoJCA-DLAS and contract committees; 2. Build capacity of PDUs; 3. Accounting Officer place competent officers to manage procurement functions; 4. Encourage use of framework contracts. 	<ul style="list-style-type: none"> • Use of framework contracts has been increased. 	HPDU, Accounting Officers, Contract Committee, Internal Audit, Project Officers, Accountant, Contractors
7. Delayed construction works, commencement of Gulu UHRC office	Management should plan adequately for cash flows to ensure that large sums of money are not tied up in projects not yet completed	<ul style="list-style-type: none"> • Review of work plan • Reminding of responsible Officers to take note of pending activities • Budget performance report produced • Close monitoring of contractors 	<ul style="list-style-type: none"> • Budget review is being done periodically • Close supervision of contractors • Termination of non performing contractors 	Project managers, Internal Audit, Accounting officers,
8. Funds not accounted for by end of FY	All advances to staff should be retired on time in accordance with Accountant General and Treasury Regulations	<ul style="list-style-type: none"> • Withhold further releases until outstanding accountability is provided; • Strengthen monitoring and supervision functions; • Improve internal control systems. 	<ul style="list-style-type: none"> • Internal Audit has been facilitated to improve on control functions. • Audit sub-committee is providing an oversight function to support the work of the Budget Committee. 	Head of Departments, Accounts, Internal Audit, Accounting Officers
9. Un-computerized accounting system	Management should ensure that the finance and accounting management system is computerized	<ul style="list-style-type: none"> • Computerized account system; • Train staff on use of the systems; • Accountant should check that the returns data is captured • Internal audit report monthly to Accounting Officer; 	<ul style="list-style-type: none"> • Internal Audit report shows that there is improvement. • The Accounting Officers and planners include it in budget 	Account, Internal Audit, Accounting Officer. Accountants.
10. Un-acknowledgement of WHT Deductions	Management should collect tax receipt for proved of payments	<ul style="list-style-type: none"> • Open file for URA tax certificates; • Periodical checks by supervisors; 	<ul style="list-style-type: none"> • Internal Audit report shows that there is improvement. • The Accounting 	Accounts, Internal Audit, Accounting Officers

		<ul style="list-style-type: none"> • Account Assistants must collect receipts weekly from URA; • Accountant should check that the returns are filed weekly; • Internal audit report monthly to Accounting Officer; 	Officers have been requested to ensure that URA Returns are filed on time.	
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JLOS Procurement Process

JLOS follows the Public Procurement and Disposal of Assets (PPDA) procedures and regulations as set out in the PPDA Act, Public Finance and Accountability Act as well as the Treasury Accounting Instructions and any other GOU provisions which provide the basis for GOU procurement. All JLOS Sector institutions have procurement staff under the Accounting Officers, seconded by Ministry of Finance in their respective institutions. These people are responsible for all GOU procurement functions including drawing of annual procurement plans, sourcing of all goods, works and supplies, compiling list of prequalified suppliers, tracking all respective institutional procurement issues including being the direct contact point for annual procurement audits.

There are still some challenges in overall GOU procurement processes which are causing delays in the implementation of the approved budget. These delays have sometimes resulted in the return of funds for some activities to the Consolidated Fund Account. PPDA through Parliament has of recent amended some provisions in the PPDA Act to improve the processes.

Challenges of financial shortages on Sector management

Some institutions have exhibited low absorption capacity, especially UPF, UHRC, DCIC, URSB and ULS among others. It is recommended by the Steering Committee, that such institutions should explain the reasons for low absorption and if unsatisfactory, further releases should be held until a satisfactory level of performance is achieved.

The Sector share in the national budget remains low at 4.1% yet demand for services is much higher. As a result the Sector has resorted to a process where large construction projects are implemented over several financial years.