
Sector: Justice, Law and Order

Foreword

In the financial year 2017/18 the Justice Law and Order Sector (JLOS) started implementing the fourth Strategic Development Plan (SDP IV). Therefore FY 2018/19 is the second year of operation of the SDP IV. The focus of the third Strategic Development Plan was to strengthen legal frameworks and improve service delivery processes, protecting the most vulnerable, improving access to services and enhancing human rights and observance and accountability.

JLOS, now in operation for 18 years, is a significant innovation. It is a holistic approach focused on improving the administration of justice, maintenance of law and order as well as the promotion, protection and respect of human rights. JLOS as a sector brings together 17 institutions responsible for administering justice, maintaining law and order and promoting the observance of human rights.

The sector has registered significant growth in public confidence, satisfaction and independence over the years. Living to the promise to increase access to JLOS services as outlined in the Third Sector Investment Plan, JLOS has seen major improvements in the enhancement of access to its services. This is reflected in the increased case disposal from an average of 86,000 cases in 2011/12 to an average of 141,809 cases in 2016/17.

The presence of sector institutions was also increased at district level through the establishment of new service points covering 82% of the districts and the construction of infrastructure targeting frontline JLOS service points now covering 59.8% of the districts compared to 30% in 2010/11. The lead times, showing the average time taken to deliver services, of most crucial sector services also improved across board.

Tackling concerns of human rights observance and accountability in JLOS was one of the fundamental policy focus areas for the JLOS SIP III. Strategically, the Sector has undertaken to enhance human rights awareness and practice at institutional and sectoral levels with a view to reduce the incidence of human rights violations. Fundamental achievements registered included enhanced human rights awareness, reduction in pre-trial detainees, expanded functional human rights mechanisms and increased disposal of human rights complaints. Enhancing accountability has been fundamentally anchored on mainstreaming the National Policy on Zero Tolerance to Corruption and entrenching a culture of accountability in management of public services by implementing the sector anti-corruption strategy. Achievements registered have not been absolute largely due to resource constraints and the fact that systemic changes are on-going. Myriad of challenges and outstanding work is evident.

A strong harmonised and consistent legal, regulatory and policy environment is conducive for national development and is a core public good under the mandate of the Justice Law and Order Sector. Under this Outcome, JLOS institutions implemented activities aimed at creating a strong, harmonized and consistent legal, regulatory and policy environment conducive for national development. This was part of the sector contribution to enhancing productivity, growth, competitiveness and socio-economic transformation.

Increase in proportion of the public confident in the enforcement of existing laws; increase in the use of Alternative Dispute resolution (ADR) mechanisms; and increase in target population with access to updated laws. JLOS has endeavoured to create an enabling regulatory environment to achieve the national development goals through strengthening the national legislative framework and enforcing various policy regimes for a harmonious and all-inclusive development of Uganda. Over the past year the proportion of the public confident in the enforcement of existing laws has increased as shown by the high business confidence index of 57.73% and strong investor protection raking now at 95th position from 116 out of 144 countries in 2012 according to The Global Competiveness Report 2015/16. The use of Alternative Dispute Resolution

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mechanisms exponentially increased and the success rate also increased from 26% to over 55%.

In SDP IV, the sector is continuing with building justice delivery systems that ease accessibility and enhance affordability of civil justice while ensuring effectiveness of criminal investigations, prosecution, adjudication and correctional systems at all levels.

The newly approved fourth Strategic Development Plan, will focus on three outcomes which are fully aligned to the NDP II. These include:

- i.* Infrastructure and access to JLOS services enhanced;
- ii.* Observance of human rights and fight corruption promoted;
- iii.* Commercial justice and the environment for competitiveness strengthened.

However, achievements of SDP IV will greatly depend on the commitment of the Government in providing the much needed funding to deliver the promises made therein. Sector institutions struggle to deliver their mandates due to inadequate budget provisions. The sector requests that unfunded priorities be considered to enhance attainment of the sector objectives and hence enhance the delivery of services across all sector institutions.

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Abbreviations and Acronyms	
ODPP	Office of the Directorate of Public Prosecutions
LDC	Law Development Centre
MIA	Ministry of Internal Affairs
MoGLSD	Ministry of Gender Labour and Social Development
MOJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
NCSP	National Community Service Program
TAT	Tax Appeals Tribunal
UHRC	Uganda Human Rights Commission
ULRC	Uganda Law Reform Commission
UPF	Uganda Police Force
UPS	Uganda Prisons Service
URSB	Uganda Registration Services Bureau
SIP III	Third Strategic Investment Plan
NDP	National Development Plan
SDP IV	Fourth Strategic Development Plan
JLOS	Justice Law and Order Sector
NIRA	National Identification Registration Authority
DCIC	Directorate of Citizenship and Immigration Control
ADR	Alternative Dispute resolution
FPC	First Parliamentary Counsel
SGBV	Sexual Gender Based Violence
MoFPED	Ministry of Finance Planning and Economic Development
CID	Criminal Investigation Department

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S1: Sector Overview

This section provides an overview of Sector Expenditures and sets out the Sector's contribution to the NDP, its policy objectives, and key performance issues.

(i) Snapshot of Sector Performance and Plans*

Table S1.1 Overview of Sector Expenditure (Ushs Billion)

	2016/17	2017/18		2018/19	MTEF Budget Projections			
	Outturn	Approved Budget	Spent by End Sep	Proposed Budget	2019/20	2020/21	2021/22	2022/23
Recurrent								
Wage	347.419	375.641	88.052	375.641	412.725	433.362	455.030	477.781
Non Wage	461.115	525.733	141.387	500.237	610.289	701.832	842.198	1,010.638
Devt.								
GoU	274.572	218.726	65.634	228.726	169.513	203.416	203.416	203.416
Ext. Fin.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
GoU Total	1,083.107	1,120.100	295.073	1,104.603	1,192.527	1,338.609	1,500.644	1,691.835
Total GoU+Ext Fin (MTEF)	1,083.107	1,120.100	295.073	1,104.603	1,192.527	1,338.609	1,500.644	1,691.835
A.I.A Total	18.348	54.738	3.534	66.710	77.372	93.955	118.309	122.514
Grand Total	1,101.454	1,174.838	298.608	1,171.313	1,269.899	1,432.564	1,618.953	1,814.349

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(ii) Sector Contributions to the National Development Plan

The Justice Law and Order sector (JLOS) recognizes that the peoples' needs and aspirations of the justice system are closely intertwined with their livelihood opportunities. According to the study on Justice Needs in Uganda (2016), the most prevalent justice problems in Uganda are related to land, family matters and crime, with specifically high occurrences of disputes with neighbors over boundaries, rights of way or access to property, theft/robbery and domestic violence. Thus seeking a speedy and fair remedy in a land dispute, a safe forum to be heard in a domestic violence case, being informed and consulted as a victim in a criminal matter, and settlement of contractual disputes are the desires of people in their daily lives. It is the role of the JLOS to protect and promote these basic rights.

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

In the newly approved fourth Strategic Development Plan, JLOS will focus on three objectives which are fully aligned to the NDP II. These include:

- i.* To enhance infrastructure and access to JLOS services.
 - ii.* To promote the observance of human rights and fight corruption
 - iii.* To strengthen the commercial justice and the environment for competitiveness
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(iii) Medium Term Sector Policy Objectives

Under SDP IV, JLOS will have the following strategic objectives:-

i. To enhance infrastructure and access to JLOS services.

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

ii. To promote the observance of human rights and fight corruption

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

Also corruption left unabated has the capacity to wear away the over 16 years of JLOS reform investments. This would erode independent administration of justice, vitiate the rule of law, and therefore lead to a mafia state capture. The poor and vulnerable person would suffer at biggest brunt of such scenario.

iii. To strengthen the commercial justice and the environment for competitiveness

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

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(iv) Sector Investment Plans

In SDP IV, the Sector prioritised enhancing infrastructure and Access to JLOS Services. There fore in FY 2018/19, JLOS will continue with the major capital investments aimed at improving access to justice across the country. The major capital investments will include the ongoing construction of Kitalya Min-Max Prison, Justices Centers, Police Stations, Courts and other prisons across the country. Other investments will be in form of procurement of motor vehicles for judicial officers, State Attorneys, Police and Prisons. Considerable investment will also be made towards automation of business processes.

Table S1.2 SECTOR OUTCOMES AND OUTCOME INDICATORS

Sector Outcome : Commercial justice and the environment for competitiveness strengthened							
Sector Objectives contributed to by the Sector Outcome							
1. Strengthen policy, legislative and regulatory framework							
Sector Outcome Indicators	Performance Targets						
	2016/17	2017/18	Base year	Baseline	2018/19	2019/20	2020/21
Ease of Doing Business Index			2017	57.7	57.7	58.2	63
Efficiency of the legal framework in settling disputes (index)			2017	3.8	3.9	4.0	4.1
Quality of Judicial process index			2011	7.2	8.7	9.0	9.2
Sector Outcome : Infrastructure and access to JLOS services enhanced							
Sector Objectives contributed to by the Sector Outcome							
1. Enhance access to JLOS services particularly for vulnerable persons							
Sector Outcome Indicators	Performance Targets						
	2016/17	2017/18	Base year	Baseline	2018/19	2019/20	2020/21
Percentage of Backlog cases in the system			2017	25%	17%	12%	9%
Percentage of districts with one stop frontline JLOS service points			2017	59.3%	68%	73%	80%
Crime rate per 100,000			2017	298.00	292.00	280.00	200.00
Sector Outcome : Observance of human rights and fight against corruption promoted							
Sector Objectives contributed to by the Sector Outcome							
1. Promote Accountability and the Observance of Human Rights							
Sector Outcome Indicators	Performance Targets						
	2016/17	2017/18	Base year	Baseline	2018/19	2019/20	2020/21
Corruption Perception Index			2017	0.25	0.28	0.29	0.30

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Proportion of decisions against JLOS institutions to total cases concluded by UHRC	2017	46%	38%	34%	30%
Percentage of prisoners on remand	2017	52%	46%	45%	44%

S2: PROGRAMME OUTCOMES, OUTCOME INDICATORS AND PROPOSED BUDGET ALLOCATIONS ALIGNED TO THE NDP

Table S2.1: Programme Outcomes and Outcome Indicators Aligned to the NDP

Vote 007 :Ministry of Justice and Constitutional Affairs					
Programme :	04 Regulation of the Legal Profession				
Programme Objective :	To ensure disciplinary control over errant lawyers, inspect and approve law degree programmes, process applications for eligibility for enrolment, conduct workshops and retreats to sensitise and consult stakeholders, inspect advocates' chambers and issue them with Certificate of Approval, supervise and control legal aid services.				
Responsible Officer:	Secretary Law Council				
Programme Outcome:	Legal Profession effectively Regulated				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• % of new complaints handled			65%	70%	75%
• % of backlogged cases handled			80%	85%	90%
Programme :	07 Legislative Drafting				
Programme Objective :	To draft and ensure the publishing of Acts, Bills, preparation of amendments to Bills, Statutory Instruments, regulations, rules, Bye Laws, legal notices, Parliamentary resolutions, preparation of Cabinet Memoranda and information papers on legislation.				
Responsible Officer:	Director First Parliamentary Counsel				
Programme Outcome:	Improved Legal Framework				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Commercial justice and the environment for competitiveness strengthened					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• % of requests for Legislation handled			65%	70%	75%
Vote 009 :Ministry of Internal Affairs					
Programme :	14 Community Service Orders Management				
Programme Objective :	To reduce congestion in prisons				
	To reduce recidivism				

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Responsible Officer:	Ag. Director, Community Service				
Programme Outcome:	Reduce congestion in Prisons; Reduce recidivism				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Proportion of convicts put on community service		1784	13376	14713	16184
Programme :	15 NGO Regulation				
Programme Objective :	To ensure an accountable NGO sector.				
Responsible Officer:	Ag. Executive Director, National Bureau for NGOs.				
Programme Outcome:	Accountable NGO Sector				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• NGO performance index			50	55	60
Programme :	49 General Administration, Policy and Planning				
Programme Objective :	To strengthen policy guidance, planning, operational support and coordination of MIA aligned and allied institutions.				
Responsible Officer:	Under Secretary, Finance and Administration				
Programme Outcome:	Strengthened Policy guidance, operational support & coordination of MIA aligned and allied institutions				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Effective & efficient institutions		Good	Good	Good	Good
Vote 101 :Judiciary					
Programme :	51 Judicial services				
Programme Objective :	Enhancing Administration of Court Cases				
Responsible Officer:	Kagole Expedito Kivumbi - Permanent Secretary				
Programme Outcome:	Enhanced access to judicial services				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					

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Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Disposal rate of cases by court level and case category		23%	47%	50%	53%

Vote 105 :Law Reform Commission

Programme : 24 Reform and Revision of laws

- Programme Objective :**
1. To revise laws with the view to eliminating anomalies, spent, obsolete, and repealed laws.
 2. To review and reform laws with a view to making recommendations for their systematic improvement, development, and modernisation.
 3. To simplify and translate laws to enhance access.
 4. To enhance the capacity of the Commission to undertake law reform and revision
 5. To enhance public awareness of existing laws and public participation in the law reform and revision processes.
 6. To raise public awareness about the Commission and its programs

Responsible Officer: Lucas Omara Abong

Programme Outcome: Improved legal framework and access to the law

Sector Outcomes contributed to by the Programme Outcome

1. Commercial justice and the environment for competitiveness strengthened

Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Number of draft bills submitted to government annually		0	3	3	3
• Percentage of the population with access to updated laws		48	49%	52%	58%

Programme : 25 General administration, planning, policy and support services

Programme Objective : To coordinate and ensure efficient operation of the Commission.

Responsible Officer: Lucas Omara Abong

Programme Outcome: Effective policy and coordination

Sector Outcomes contributed to by the Programme Outcome

1. Commercial justice and the environment for competitiveness strengthened

Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Improved performance		65%	70%	75%	80%

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Vote 106 :Uganda Human Rights Commission

Programme :	53 Protection and Promotion of Human Rights
Programme Objective :	<ol style="list-style-type: none"> 1. To promote observance of human rights and accountability. 2. To adequately Inform and empower citizens to participate in governance. 3. To promote economic, social and cultural rights. 4. To improve state compliance with International, Regional and National Human Rights obligations. 5. To strengthen UHRC systems and operations
Responsible Officer:	Patrick Mabiho Nyakaana
Programme Outcome:	Improved observance of human rights

Sector Outcomes contributed to by the Programme Outcome

1. Observance of human rights and fight against corruption promoted

Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Proportion of human rights violations reported		213	900	1,000	1,100
• Share of the population with correct knowledge about the civil rights and lawful exercise		7%	75%	80%	85%

Vote 109 :Law Development Centre

Programme :	54 Legal Training
Programme Objective :	<ol style="list-style-type: none"> 1. To provide accessible legal training that is relevant and responsive to the needs of the labour market. 2. To promote a transparent and accountable financial system and expand the revenue base by the year 2020. 3. To develop and implement policies and procedures to ensure good governance and quality service delivery. 4. To improve quality and efficiency through integration of ICT services and systems in all processes. 5. To provide legal aid to the indigent and vulnerable persons in society. 6. To establish LDC as the leading resource for legal publications in Uganda. 7. To create awareness of Human Rights among Law enforcement officers and the general public.
Responsible Officer:	Director,LDC
Programme Outcome:	Skilled legal practioners

Sector Outcomes contributed to by the Programme Outcome

1. Infrastructure and access to JLOS services enhanced

Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Pass rate/Completion rate		55%	58%	58%	58%

Vote 119 :Uganda Registration Services Bureau

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Programme :	20 Lawful Registration Services				
Programme Objective :	The Strategic Objectives of URSB are: 1. Strengthen Legal, Policy and Institutional framework 2. Promote efficient, effective and customer focused Services delivery				
Responsible Officer:	Registrar General				
Programme Outcome:	Enhanced access to registration services to all Ugandans				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Commercial justice and the environment for competitiveness strengthened					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Proportion of Stakeholders complying with Marriage Returns requirements		40%	50%	68%	85%
• Average time taken to register a Business		5	4	3	3
• Proportion of stakeholders satisfied with Intellectual Property protection services		70%	75%	82%	88%
Programme :	25 General administration, planning, policy and support services				
Programme Objective :	1. Promote efficient, effective and customer focused services delivery 2. Promote strict management Accountability and Human Rights Observance in Services Delivery				
Responsible Officer:	Deputy Registrar General, Finance and Administration				
Programme Outcome:	Efficient and Effective delivery of URSB Services				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Commercial justice and the environment for competitiveness strengthened					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Proportion of Stakeholders satisfied with URSB Services		75%	80%	84%	95%
• Percentage increase in NTR		20%	28%	35%	46%
Vote 120 :National Citizenship and Immigration Control					
Programme :	11 Citizenship and Immigration Services				

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Programme Objective : The over all objective is: "To facilitate, control and regulate citizenship and immigration services for the development of Uganda".
The outcome has 3 strategic objectives:

1. To enhance compliance with citizenship and immigration control policies, laws and regulations.
2. To facilitate citizens and aliens movement in and out of the country.
3. To enhance information communication technology(ICT) enabled service delivery.

Responsible Officer: Director, National Citizenship and Immigration Control

Programme Outcome: Enhanced access to citizenship and immigration services.

Sector Outcomes contributed to by the Programme Outcome

1. Infrastructure and access to JLOS services enhanced

Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Lead Time for Acquisition of passports		10	7	5	5
• Level of compliance to immigration laws		Fair	Good	Good	Good
• Proportion of Investor work permits issued out of applications received		94	90	95	95

Vote 133 :Office of the Director of Public Prosecutions

Programme : 55 Public Prosecutions Services

Programme Objective :

1. To critically examine criminal cases before they are registered in court,
2. To direct police to institute criminal investigations in appropriate cases,
3. To take over and continue any criminal proceedings instituted by any other person or authority,
4. To discontinue at any stage before judgement is delivered, an criminal proceedings instituted by him/her.
5. To enhance public confidence in prosecution services

Responsible Officer: Deputy Director Prosecutions.

Programme Outcome: Enhanced confidence in prosecution services for all particularly the vulnerable persons (children, the poor, women, men, PWDs, Persons in hard to reach areas, PLW HIV/AIDS, pple in disadvantaged locations, youth, etc)

Sector Outcomes contributed to by the Programme Outcome

1. Infrastructure and access to JLOS services enhanced

Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target

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• Proportion of the public particularly the vulnerable satisfied with public prosecution services disaggregated by age, location, gender, physical differences		0%	55%	50%	50%
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Programme :	60 Inspection and Quality Assurance Services
Programme Objective :	To promote observance of Prosecution services performance standards at all ODPP areas of jurisdiction (HQs, Regional, District offices & Agencies with delegated prosecutorial functions)
Responsible Officer:	Deputy Director I & QA
Programme Outcome:	Prosecution services performance standards observed at all ODPP areas of jurisdiction (HQs, Regional, District offices & Agencies with delegated prosecutorial functions)

Sector Outcomes contributed to by the Programme Outcome

1. Observance of human rights and fight against corruption promoted

Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Proportion of ODPP offices and delegated Prosecution Agencies that meet set minimum performance standards segregated by location		25%	95%	90%	90%
• Proportion of ODPP officers trained in specialized fields segregated by gender, location, management level		0%	10%	10%	10%

Programme :	62 General Administration and Support Services
Programme Objective :	To enhanced access to prosecution services by all dis-aggregated by age, gender, location, physical differences.
Responsible Officer:	Deputy Director MSS
Programme Outcome:	Enhanced access to prosecution services by all dis-aggregated by age, gender, location, physical differences, etc

Sector Outcomes contributed to by the Programme Outcome

1. Infrastructure and access to JLOS services enhanced

Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Proportion of districts with established ODPP office presence by location		70%	83%	86%	86%
• Proportion of witnesses and victims of crime protected segregated by location, age, crime type, gender		0%	3%	3%	3%
• Proportion of ODPP offices linked to automated management information systems segregated by location		0%	30%	20%	20%

Vote 144 :Uganda Police Force

Programme :	56 Police Services
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Programme Objective :	The strategic objectives for UPF include: Protection of Life and Property; Preservation of Law and Order; Prevention and Detection of Crime; and Institutional development, governance and management
Responsible Officer:	Under Secretary/Police
Programme Outcome:	Public Safety & Security of property

Sector Outcomes contributed to by the Programme Outcome

1. Infrastructure and access to JLOS services enhanced

Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Crime Rate		292	292	280	200
• Traffic Accident Fatality Rate		2.3	8	7	6
• Response time to fire, accidents, crime incidents and emergencies (Minutes)		16	14	13	12

Vote 145 :Uganda Prisons

Programme :	26 Managment and Administration
Programme Objective :	Provide Strategic Leadership, Management and support services to Uganda Prisons Service
Responsible Officer:	Director of Prisons - Administration
Programme Outcome:	Strategic Leadership, Management and support services

Sector Outcomes contributed to by the Programme Outcome

1. Commercial justice and the environment for competitiveness strengthened

Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Level of adherence to set standards and systems		100%	100%	100%	100%

Programme :	27 Prisoners Managment
Programme Objective :	Facilitate prisoners' access to justice, Sentence management planning and offender profiling for placement.
Responsible Officer:	Commissioner of Prisons - Custodial Services, Safety and Security
Programme Outcome:	Improved prisoners access to justice and effective case management

Sector Outcomes contributed to by the Programme Outcome

1. Infrastructure and access to JLOS services enhanced

Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target

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• Length of stay on remand		18 months for capital offenders and 2 months for petty offenders	16 months for capital offenders and 1.8 months for petty offenders	15 months for capital offenders and 1.7 months for petty offenders	12 months for capital offenders and 1.6 months for petty offenders
Programme :	28 Rehabilitation and re-integration of Offenders				
Programme Objective :	To facilitate successful rehabilitation and re integration of offenders.				
Responsible Officer:	Commissioner of Prisons - Rehabilitation and Reintegration				
Programme Outcome:	Offenders successfully rehabilitated & reintegrated				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
	Performance Targets				
Programme Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Recidivism rates		20%	18%	17%	16%
Programme :	29 Safety and Security				
Programme Objective :	Promote public safety and peace through provision of a safe and secure prisons environment				
Responsible Officer:	Commissioner of Prisons - Estates and Engineering				
Programme Outcome:	Safe and secure prisons environment				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
	Performance Targets				
Programme Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Escape rate		8/1000	7.5/1000	7/1000	5/1000
Programme :	30 Human Rights and Welfare				
Programme Objective :	Promotion of staff and Prisoners' welfare and observance of Human rights				
Responsible Officer:	Commissioner of Prisons - Staff Administration and Counselling				
Programme Outcome:	Increased human rights awareness, observance and practices in UPS				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Observance of human rights and fight against corruption promoted					
	Performance Targets				
Programme Performance Indicators	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Level of provision of basic necessities of life		100%	100%	100%	100%
Programme :	31 Prisons Production				

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Programme Objective :	Enhance Prisons production and reduce tax payers' burden of maintaining offenders in custody				
Responsible Officer:	Director of Prisons - Production and Engineering				
Programme Outcome:	Reduced tax payers' burden of maintaining offenders in custody				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Non Tax Revenue generation in billion shillings per year		5.309 billion	26.86	30.5	43
Vote 148 :Judicial Service Commission					
Programme :	10 Recruitment and Discipline of Judicial Officers				
Programme Objective :	To resource the judiciary with quality human resource/ judicial officers for effective judicial service delivery and ensure internal individual accountability through compliance to standards and code of conduct (Professionalism).				
Responsible Officer:	Secretary JSC				
Programme Outcome:	Improved public access to justice				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Disciplinary Case disposal rate		30%	75%	84%	96%
• Proportion of declared vacancies filled			100%	100%	100%
Programme :	18 Public legal awareness and Judicial education				
Programme Objective :	Empower the public to access and participate in law and administration of justice; and Develop judicial education programmes to enhance performance of judicial officers				
Responsible Officer:	Registrar, Public legal awareness and Judicial Education				
Programme Outcome:	Enhanced public participation in law and administration of justice				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Commercial justice and the environment for competitiveness strengthened					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Level of public confidence in law and justice administration systems		5%	67%	75%	90%
Programme :	19 Complaints management and advisory services				

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Programme Objective :	Provide advice to the Commission and government on administration of justice and inform improvement of the the terms and conditions of service of Judicial Officers.				
Responsible Officer:	Registrar, Planning research and Inspection				
Programme Outcome:	Improved administration of justice				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Commercial justice and the environment for competitiveness strengthened					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Proportion of Courts with minimum operational standards		3%	47%	65%	88%
Programme :	25 General administration, planning, policy and support services				
Programme Objective :	To provide support systems such as financial, logistics, human resources management and resource mobilization, coordination of SIP implementation, monitoring and evaluation.				
Responsible Officer:	Under Secretary, Finance and Administration				
Programme Outcome:	Enhanced Capacity of the JSC to coordinate, implement, monitor and evaluate its mandate/ plan				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Commercial justice and the environment for competitiveness strengthened					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Percentage of JSC-SIP implemented		3%	70%	75%	92%
Vote 305 :Directorate of Government Analytical Laboratory					
Programme :	13 Forensic and General Scientific Services.				
Programme Objective :	Strengthened Forensic Science for Public Safety and Administration of Justice.				
Responsible Officer:	Director				
Programme Outcome:	Strengthened Forensic Science for Public Safety and Administration of Justice.				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• Percentage of backlog cases analyzed		0.01%	19.3%	24%	50%
• Turnaround time (in days)		60 days	60 days	60 days	60 days

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Vote 309 :National Identification and Registration Authority (NIRA)					
Programme :	21 Governance, Legal, Administration and Institutional Support				
Programme Objective :	a. NIRA is Effective and Efficient in carrying out its mandate b. Enhanced awareness of NIRA services and activities by the public				
Responsible Officer:	Executive Director				
Programme Outcome:	Enhanced awareness of NIRA services and activities by the public				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• % utilization of NIRA services			80%	85%	90%
Programme :	22 Identification Services				
Programme Objective :	a. Enhanced identity enrollment services to citizens and Aliens b. Increased access to data from the National Identification Register				
Responsible Officer:	Directorate of Registration and Operation/Directorate of ICT				
Programme Outcome:	Enhanced identity enrollment services to citizens and Aliens				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• % of citizens registered for and issued with National identity cards			75%	85%	99%
Programme :	23 Civil Registration Services				
Programme Objective :	a. Enhanced access to civil registration services by citizens and aliens.				
Responsible Officer:	Directorate of Registration and Operations/ Directorate of ICT				
Programme Outcome:	Enhanced access to civil registration services by citizens and aliens				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
1. Infrastructure and access to JLOS services enhanced					
Programme Performance Indicators	Performance Targets				
	2016/17 Actual	2017/18 Actual	2018/19 Target	2019/20 Target	2020/21 Target
• % of births registered			60%	65%	70%
• % of deaths registered			40%	45%	50%
• Number of adoptions registered			80	90	100

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Table S2.2: Past Expenditure Outturns and Medium Term Projections by Programme

<i>Billion Uganda shillings</i> Programme Service	FY 2016/17	FY 2017/18		2018-19	Medium Term Projections			
	Outturn	Approved Budget	Actual Releases by end Sep	Proposed Budget	2019-20	2020-21	2021-22	2022-23
Vote : 007 Ministry of Justice and Constitutional Affairs								
01 Legislation and Legal services	5.733	0.000	0.000	0.000	0.000	0.000	0.000	0.000
03 Administration of Estates/Property of the Deceased	1.705	1.562	0.324	1.562	1.562	1.562	1.562	1.562
04 Regulation of the Legal Profession	1.139	0.809	0.205	0.809	0.809	0.809	1.112	1.112
05 Access to Justice and Accountability	29.014	30.357	8.107	30.558	37.360	44.903	44.903	44.903
06 Court Awards (Statutory)	10.166	9.350	1.450	9.350	9.350	9.350	9.350	9.350
07 Legislative Drafting	0.306	1.246	0.214	1.246	1.246	1.246	1.246	1.246
08 Civil Litigation	0.952	2.384	0.589	2.384	2.384	2.384	2.384	2.384
09 Legal Advisory Services	0.419	1.475	0.335	1.475	1.475	1.475	1.475	1.475
49 General Administration, Policy and Planning	28.670	33.789	8.557	33.426	43.957	52.612	65.480	81.254
Total for the Vote	78.105	80.971	19.780	80.809	98.141	114.339	127.511	143.285
Vote : 009 Ministry of Internal Affairs								
12 Peace Building	2.855	2.716	0.550	2.716	3.313	3.840	4.464	5.213
14 Community Service Orders Management	0.611	0.529	0.113	0.679	0.645	0.742	0.890	1.069
15 NGO Regulation	0.320	0.305	0.045	0.305	0.372	0.428	0.513	0.616
16 Internal Security, Coordination & Advisory Services	0.000	3.432	0.800	3.463	4.189	4.817	5.781	6.937
17 Combat Trafficking in Persons	0.000	0.169	0.038	0.169	0.244	0.281	0.338	0.403
49 General Administration, Policy and Planning	9.408	10.044	1.642	9.375	11.385	12.925	14.947	17.357
Total for the Vote	13.193	17.195	3.188	16.707	20.149	23.033	26.932	31.595
Vote : 101 Judiciary								
51 Judicial services	115.775	132.208	29.648	130.480	155.510	175.716	204.361	238.470
Total for the Vote	115.775	132.208	29.648	130.480	155.510	175.716	204.361	238.470
Vote : 105 Law Reform Commission								
24 Reform and Revision of laws	0.000	10.077	2.010	10.075	11.803	13.125	15.045	17.313
25 General administration, planning, policy and support services	0.000	0.200	0.000	0.200	0.244	0.293	0.293	0.293

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52 Legal Reform	9.624	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total for the Vote	9.624	10.277	2.010	10.275	12.047	13.418	15.337	17.605
Vote : 106 Uganda Human Rights Commission								
53 Protection and Promotion of Human Rights	13.392	18.106	4.462	18.106	21.419	24.042	27.761	32.175
Total for the Vote	13.392	18.106	4.462	18.106	21.419	24.042	27.761	32.175
Vote : 109 Law Development Centre								
54 Legal Training	6.301	6.831	1.027	6.831	7.878	8.694	9.518	10.474
Total for the Vote	6.301	6.831	1.027	6.831	7.878	8.694	9.518	10.474
Vote : 119 Uganda Registration Services Bureau								
20 Lawful Registration Services	0.000	2.532	0.265	2.440	6.500	6.200	7.800	9.000
25 General administration, planning, policy and support services	0.000	10.909	4.362	11.002	8.993	10.786	11.275	12.517
59 VF - Uganda Registration Services Bureau	12.972	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total for the Vote	12.972	13.442	4.626	13.442	15.493	16.986	19.075	21.517
Vote : 120 National Citizenship and Immigration Control								
11 Citizenship and Immigration Services	107.210	25.949	1.726	22.186	27.225	33.096	34.212	35.651
25 General administration, planning, policy and support services	0.000	4.988	1.045	8.552	9.749	10.090	11.344	12.709
Total for the Vote	107.210	30.938	2.771	30.738	36.974	43.186	45.555	48.360
Vote : 133 Office of the Director of Public Prosecutions								
55 Public Prosecutions Services	29.034	0.000	0.000	0.000	0.000	0.000	0.000	0.000
60 Inspection and Quality Assurance Services	0.000	1.305	0.174	1.305	1.787	2.677	5.299	7.349
61 Criminal Prosecution Services	0.000	9.115	1.533	9.115	12.016	13.495	12.892	14.492
62 General Administration and Support Services	0.000	21.855	2.915	21.329	23.916	26.791	30.201	33.001
Total for the Vote	29.034	32.275	4.622	31.749	37.719	42.962	48.391	54.842
Vote : 144 Uganda Police Force								
56 Police Services	523.588	524.992	170.012	514.692	489.843	538.059	601.263	675.061
Total for the Vote	523.588	524.992	170.012	514.692	489.843	538.059	601.263	675.061
Vote : 145 Uganda Prisons								
26 Managment and Administration	0.000	81.353	19.777	80.189	92.586	102.457	110.471	119.636
27 Prisoners Managment	0.000	0.885	0.176	0.951	1.951	2.951	4.951	6.951
28 Rehabilitation and re-integration of Offenders	0.000	1.385	0.318	1.241	2.337	3.337	5.337	7.337

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29 Safety and Security	0.000	1.283	0.240	1.654	1.666	3.666	4.666	6.666
30 Human Rights and Welfare	0.000	37.378	17.143	36.416	43.420	46.443	54.879	65.002
31 Prisons Production	0.000	28.744	5.698	28.744	33.595	39.193	39.193	39.193
57 Prison and Correctional Services	165.407	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total for the Vote	165.407	151.028	43.351	149.195	175.555	198.047	219.497	244.784
Vote : 148 Judicial Service Commission								
10 Recruitment and Discipline of Judicial Officers	0.000	1.443	0.246	1.443	1.443	1.443	1.443	2.743
18 Public legal awareness and Judicial education	0.000	1.503	0.210	1.303	1.303	2.303	2.303	2.615
19 Complaints management and advisory services	0.000	1.270	0.144	1.159	1.159	2.159	2.159	3.159
25 General administration, planning, policy and support services	0.000	4.346	0.564	4.498	6.118	5.427	7.293	6.905
58 Recruitment, Discipline, Research & Civic Education	3.357	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total for the Vote	3.357	8.562	1.164	8.403	10.024	11.332	13.199	15.423
Vote : 305 Directorate of Government Analytical Laboratory								
13 Forensic and General Scientific Services.	5.150	9.048	0.551	8.950	10.827	12.694	13.537	14.541
Total for the Vote	5.150	9.048	0.551	8.950	10.827	12.694	13.537	14.541
Vote : 309 National Identification and Registration Authority (NIRA)								
21 Governance, Legal, Administration and Institutional Support	0.000	66.484	4.045	69.070	79.303	91.209	98.836	107.856
22 Identification Services	0.000	14.967	3.804	6.982	18.259	20.998	25.198	30.237
23 Civil Registration Services	0.000	2.775	0.009	8.173	3.386	3.894	4.672	5.608
Total for the Vote	0.000	84.226	7.858	84.226	100.948	116.101	128.706	143.702
Total for the Sector	1,083.107	1,120.100	295.073	1,104.603	1,192.527	1,338.609	1,500.644	1,691.835

S3: Sector Interventions for 2018/19

Sector: Justice, Law and Order

Sector Challenges in addressing gender and equity issues for FY 2018/19

1. *Discriminatory provisions* remain on the statute books in Uganda, which continue to restrict the choices of those that are disadvantaged. The gaps in the laws and regulatory framework continue to impact negatively on the realization of rights of particularly those from poor households and communities that have limited opportunities. For example, legal capacity of men and women to own property which particularly infringe on the socio-economic rights of women. The sector will therefore focus on the reform and implementation of the laws to ensure attainment of gender equality and equity.
 2. *Access to legal and rights information*: JLOS' mandate is to disseminate legal information to the public however; levels of legal and rights awareness among the marginalized population, served by JLOS institutions remain low. This is worse among women and children in rural areas where the majority of the poor, marginalized and disadvantaged populations groups reside. Procedures of access and mechanisms to obtain redress remain largely unknown to them. This limits the demand side ability to assert and claim their due entitlements from the JLOS system. Levels of knowledge and empowerment of users to access JLOS services will be prioritized in the SDP.
 3. *Sexual and Gender Based Violence*: There has been increased awareness about violence against women and children as a human rights violation which has led to many more women and girls reporting SGBV cases to police. The challenge remains that few of the reported SGBV cases result in convictions and adjudication of the cases takes long. In some cases, the judicial Officer have secured a conviction and have given a sentence which is not commensurate with the magnitude of the crime. Nevertheless, to address these, the Chief Justice issued sentencing guidelines.
 4. *Delays in Criminal Justice System*: Women and girls face various barriers in the pursuit of justice in the formal justice systems. These include delays in the processes, low conviction rates and lack of support or inadequate witness protection. Others relate to the revised PIII form for recording the results of a medical checkup as well as costs such as DNA tests which are prohibitive for poor and vulnerable women.
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