

UGANDA HUMAN RIGHTS COMMISSION

Strategic Investment Plan (SIP)

2012/13 – 2016/17



UGANDA HUMAN RIGHTS COMMISSION

Vision

A society that respects human rights and fulfils civic obligations

Mission

To protect and promote fundamental Human Rights and freedoms in Uganda for sustainable development

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Acronyms and Abbreviations

ADR	Alternative Dispute Resolution
ARV	Ant-Retroviral
ASTU	Anti-Stock Theft Unit
BBC	British Broadcasting Corporation
CB	Capacity Building
CBP	Capacity Building Plan
CERD	Committee on the Elimination of Racial Discrimination
CESCR	Committee on Social Economic and Cultural Rights
CIL	Complaints Investigation and Legal
CMCC	Civil Military Cooperation Centre
CMI	Chieftaincy of Military Intelligence
CNA	Capacity Needs Assessment
CSEC	Commercial Sexual Exploitation of Children
CSO	Civil Society Organization
DCC	District Coordination Committees
DPP	Directorate of Public Prosecution
EU	European Union
FAQs	Frequently Asked Questions
FBO	Faith Based Organization
FGM	female Genital Mutilation
FY	Financial Year
GoU	Government of Uganda
HIV/AIDS	Human Immune Virus/Acquired Immunodeficiency Syndrome
HR	Human Rights

HRBA	Human Rights Based Approach
HRO	Human Rights Officer
ICC	International Criminal Court
ICT	Information, Communication and Technology
IEC	Information Education and Communication
IEC	Information, Education and Communication
IGG	Inspector General of Government
ILO	International Labour Organization
ISO	Internal Security Organization
J4C	Justice for Children
JLOS	Justice Law and Order Sector
LC	Local Council
M&I	Monitoring and Inspection
MDGs	Millennium Development Goals
MoFPED	Ministry of Finance, Planning and Economic Development
MOH	Ministry of Health
MOIA	Ministry of Internal Affairs
MoJCA	Ministry of Justice and Constitutional Affairs
MoPS	Ministry of Public Service
MoU	Memorandum of Understanding
MTCT	Mother to Child Transmission
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NGO	Non Governmental Organization
NHRIs	National Human Rights Institutions

OHCHR	Office of the High Commissioner for Human Rights
OVC	Orphans and Vulnerable Children
PMTCT	Prevention of Mother to Child Transmission
PWDs	Persons with Disabilities
RED	Research Education and Documentation
RHRO	Regional Human Rights Officer
RS	Regional Services
SIP	Strategic Investment Plan
SMS	Short Message Service
SPC	Special Police Constable
STI	Sexually Transmitted Infection
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToTs	Training of Trainers
UDHS	Uganda Demographic and Health Survey
UDHS	Uganda Demographic Household Survey
UHRC	Uganda Human Rights Commission
UN	United Nations
UNHCR	United Nations High Commission for Refugees
UPDF	Uganda People's Defence Force
UPF	Uganda Police Force
UPS	Uganda Prison Service



Foreword

The Uganda Human Rights Commission (UHRC) is committed to its constitutional mandate to protect and promote human rights in the country. UHRC takes seriously its obligation to contribute to sustainable national development in Uganda through fulfilment of this mandate. UHRC believes that realisation of human rights for all is fundamental to the attainment of sustainable development.

UHRC undertook a lengthy, consultative and critically analytical process to train, brainstorm and examine the human rights situation in the country in order to map out the most strategic direction that would lead to the realisation of human rights for all. This in turn would directly and indirectly contribute to the national development objectives that Uganda as a country is striving to achieve. The result of that process is this UHRC Strategic Investment Plan 2012/13 – 2016/17.

The importance of a Strategic Investment Plan cannot be overemphasised. This is a critical instrument that will guide the 5-year investment of UHRC in specified activities, for better coherence in a manner that is systematic and sustainable. It will further streamline resource use and enhance economy, efficiency and effectiveness. The icing on the cake is that this SIP is result-oriented, aiming at not only enhancing UHRC's impact but most importantly focussing on real empowerment of citizens to claim their rights and fulfil their duties and responsibilities. This SIP also focuses on enhancing accountability of the State and its agencies through mainly pro-active engagement, but also responsiveness where necessary.

As you will appreciate, human rights are of a very wide scope in nature and are all equal. Therefore, along the way were challenges of ensuring that we do not violate human rights principles by seeming to be prioritising them hierarchy-wise at the expense of some. This is why this SIP, irrespective of the specified areas of focus expressly provides for general and cross-cutting outputs that will enable UHRC continue to fulfil its mandate covering all aspects of human rights.

We acknowledge as UHRC that in the field of human rights are many players and actors. No single entity can on its own achieve the outcomes stated in this SIP. Therefore we pledge as UHRC to continue strengthening our partnerships with all key stakeholders in human rights; state and especially in the Justice Law and Order Sector (JLOS) family, non-state, the general public and international partners whose support and cooperation is critical for our effective delivery on this SIP. We appeal to the partners to reciprocate this willingness to work together for the successful implementation of this SIP.

Finally, we reiterate our commitment to the effective implementation of this SIP in the furtherance of protection and protection of human rights in Uganda for sustainable development.



Med S.K. Kagwa
Chairperson/Uganda Human Rights Commission



Acknowledgement

The Uganda Human Rights Commission Strategic Investment Plan 2012/13 – 2016/17 has been developed with contributions and support from within and outside which we acknowledge unreservedly. I would like to take this opportunity to recognise the efforts of all individuals and institutions that supported me throughout the process of developing this Strategic Investment Plan that started in earnest in May 2011.

Am particularly grateful to the Commission Planner, Mr. Charles Mukasa, who steered the process and was also the UHRC link-pin with the development process of the Justice Law and Order Sector (JLOS) Strategic Investment Plan (SIP) III.

I acknowledge the technical support of the JLOS that engaged a consultant Mr. Peter Ssentongo to build the capacity of UHRC staff in Results Oriented Planning which became the foundation for developing the UHRC SIP. I am grateful to the consultant for the capacity building sessions that equipped the UHRC staff to develop this SIP.

My gratitude goes to the UHRC taskforce comprising the Director Regional Services Mr. George Uforyu, Commission Planner Mr. Charles Mukasa, Senior Human Rights officers Ms. Rose Mary Kemigisha, Ms. Patricia Nduru, and Mr. Farouk Nyende, Regional Human Rights Officer Ms. Rose Atim, Human Rights Officer Ms. Paula Biraaro and Statistician in the Planning Unit Mr. Solomon Bulemu for developing the initial Plan which became the working document of subsequent discussions on the UHRC SIP.

Special thanks go to the UHRC Select Committee comprising Commission Planner Mr. Charles Mukasa, Senior Human Rights officer Ms. Rose Mary Kemigisha, Regional Human Rights Officers Mr. Wilfred Asiimwe and Mr. Kamadi Byonabye, Human Rights Officer Ms. Rizzan Nassuna and Statistician in the Planning Unit Ms. Swabra Nakato for effectively translating and expressing the UHRC aspirations into the final SIP that will guide the UHRC implementation of its constitutional mandate for the next five years.

I also thank all the other UHRC staff that discussed the drafts at all stages, particularly the members of the UHRC Management Committee that enriched the Plan. My inability to list everyone by name does not in any way discount the gratitude I feel for their invaluable contribution to this SIP.

Lastly, I will forever be grateful for the financial support from the JLOS to the UHRC throughout the Strategic Investment Plan development process.



G.T Mwesigye
Secretary to the Commission
Uganda Human Rights Commission

Executive Summary

The Uganda Human Rights Commission (UHRC) is an Independent Institution responsible for the protection and promotion of human rights in Uganda. UHRC was established in November 1996 under the 1995 Constitution of the Republic of Uganda.

UHRC functions as stipulated in the Constitution are: to investigate complaints of violation of any human right; visit jails, prisons, and places of detention; establish a continuing programme of human rights research, education and information; recommend to Parliament effective measures to promote human rights; constitution education for the society; educate and encourage the public to defend the Constitution; formulate, implement an oversee civic education programmes; monitor government compliance with international human rights instruments; and any other functions provided by law.

This UHRC Strategic Investment Plan (SIP) will contribute to continuity in UHRC's programmes, particularly in enhancing the fulfilment of its promotional mandate through continuous civic and human rights education; consolidation of all its efforts to greatly increase its impact. The SIP aims at contributing to the attainment of seven of the country's Millennium Development Goals (MGDs); directly and indirectly to the attainment of National Development Plan (NDP) objectives, to deliver on results areas of the JLOS third Strategic Investment Plan (SIPIII) i.e. Improved access to JLOS services for all, particularly the vulnerable and enhanced human rights observance and institutional accountability in service delivery. The SIP will guide UHRC on its medium term investments and activities in a coherent, systematic and sustainable manner to enhance economy, efficiency and effectiveness in resource use.

SWOT analysis

The UHRC SIP makes a SWOT analysis detailing UHRC strengths, weaknesses, opportunities and threats and proposes several strategies that will be devised to enhance the UHRC comparative advantage and also address some of the weaknesses and strengths.

Strategic direction

UHRC has analyzed the human rights situation, its internal and external factors affecting the attainment of its objectives as well as building on its previous engagements with key stakeholders to predict the future as follows:

Vision:

A society that respects human rights and fulfils civic obligations.

Mission:

To protect and promote fundamental Human Rights and freedoms in Uganda for sustainable development

Values and principles:

Integrity, transparency, accountability, fairness, dignity of the person, independence, professionalism, and non-discrimination

UHRC areas of concern and SIP outcomes

UHRC identified 12 areas of concern which shall be focused on in 2012/13-2016/17 plan period. A comprehensive analysis of these areas of concern is presented indicating why UHRC makes them priority areas of focus in the next five years. However, UHRC will continue to handle other human rights concerns as they emerge. In focusing on these areas of concern UHRC intends to contribute to the following outcomes:

- 1) Reduced incidences of violations / abuses of human rights focusing on the following:
 - Reduced incidences of torture, cruel, inhuman and degrading treatment
 - Reduced incidences of child sacrifice.
 - Reduced violation of children's rights.
 - Reduced incidences of violations of women's rights
 - Enhanced observance of human rights in places of detention.
 - Reduced incidences of domestic violence
 - Reduced incidences of sexual and gender based violence
 - Reduced incidences of violations of vulnerable persons rights.
 - Reduced incidences of mob action
 - Deprivation of property
 - Improved observance of rights of vulnerable persons

- 2) Adequately Informed and empowered citizenry that participate in governance
- 3) Enhanced focus on economic, social and cultural rights with emphasis on the following:
 - Environment related rights,
 - Extractive Industries,
 - Labour rights,
 - Right to health,
 - Right to Education
 - Right to housing
 - Land-related rights
4. Improved state compliance with International, Regional and national human rights obligations
5. Strengthened UHRC systems and Institutional accountability

Expected accomplishment

The SIP provides a detailed account of the planned outputs in the five years to be delivered with corresponding interventions required to contribute to the attainment of the outcomes. They are presented in two parts; one dealing with those that are general and cross cutting, while the other details interventions that are specific to a particular outcome and output.

The *cross-cutting outputs* are directly related to the routine functions of UHRC in addressing all human rights issues. They are:

1. Effective mechanisms of receiving complaints on human rights violations
2. Timely conclusion of Investigations of alleged complaints of violations of human rights
3. Alternative Dispute Resolution (ADR) mechanism enhanced
4. Timely Tribunal hearings
5. Effective Referral and advisory system
6. Enhanced educational programmes on selected human rights
7. Human rights compliant laws formulated and enacted by Parliament

The specific outputs in the UHRC SIP are:

1. State agents equipped with adequate skills to extract information from suspects
2. State agents knowledgeable about the human rights laws and standards
3. Social-cultural beliefs that respect the rule of law promoted
4. Responsible parenting
5. Children rights promoted and protected
6. Rights of the extremely vulnerable children protected and promoted (street children, exploited children, child labour, Children with disabilities, Orphans and Vulnerable Children (OVC), child prostitutes, children living with single parents)
7. Women's rights educational programmes enhanced
8. Legal and institutional framework on women's rights popularised
9. Improved conditions in detention places in conformity with the minimum human rights standards
10. Domestic violence law popularised

11. Socio-cultural beliefs respect human rights
12. Female Genital Mutilation (FGM) and early marriage laws popularised
13. Sexual violence cases monitored
14. Compliance with the Constitution and other laws
15. Enhanced Civic education
16. Civic engagement
17. National Civic Education Policy
18. Enhanced capacity of UHRC to deliver human rights services
19. Financial records inspected and audited
20. UHRC services visibility enhanced at regional and national levels
21. Strategic alliance and partnerships with key stakeholders promoted
22. Offices equipped with tools and equipment and servicing undertaken
23. Enhanced Planning, budgeting, coordination, execution, monitoring and evaluation

Key Activities

The SIP outlines several key tasks that will be implemented in order to achieve each output which will in turn contribute to the stated outcome. These are presented in the Strategic Outputs framework.

Management of the SIP

The UHRC SIP lays out the management structure of the Commission from the Chairperson and members of UHRC, Secretary and staff in their hierarchy of supervision. The SIP will be managed through structures that include from top: Members of UHRC; the Management Committee chaired by the Secretary to the Commission; a proposed Technical Review Committee chaired by the Director Finance and Administration; a Coordination Unit for Plan and Budget; and Plan/Budget Implementation levels comprising directors and regional heads. The reporting within and among these levels is elaborated in the SIP.

Monitoring and Evaluation

In order to monitor progress towards attainment of stated goals and ensure successful implementation of activities, UHRC has developed an M&E system and framework. The log-frame in the SIP provides the basic M&E framework with indicators that provide the essential tools for carrying out the M&E activities. The SIP has the following monitoring tools: Activity monitoring tool (Monthly for processes); Output monitoring tool (quarterly); Semi-annual monitoring tool (on cumulative outputs); Annual monitoring tool (on impacts and outcomes); narrative reports and reporting timelines. The SIP also spells out the M&E roles and responsibilities for specific offices.

Section **ONE**



Introduction

1.0 INTRODUCTION

The UHRC is an Independent Institution responsible for the protection and promotion of human rights in Uganda. UHRC was established in November 1996 under the 1995 Constitution of the Republic of Uganda. It draws its mandate from Article 51(1) and as such has to:

- a) Investigate, at its own initiative or on a complaint made by any person or group of persons against the violation of any human rights;
- b) Visit jails, prisons, and places of detention or related facilities with a view of assessing and inspecting conditions of the inmates and make recommendations;
- c) Establish a continuing programme of research, education and information to enhance respect of human rights;
- d) Recommend to Parliament effective measures to promote human rights including provision of compensation to victims of violations of human rights, or their families;
- e) Create and sustain within society the awareness of the provisions of the constitution as the fundamental law of the people of Uganda;
- f) Educate and encourage the public to defend the Constitution at all times against all forms of abuse and violations;
- g) Formulate, implement and oversee programmes intended to inculcate in the citizens of Uganda awareness of their civic responsibilities and an appreciation of their rights and obligations as free people;
- h) Monitor government compliance with international treaty and convention obligations on human rights;
- i) Perform such other functions as may be provided by law.

The decision to establish a permanent body to monitor the human rights situation among other things in Uganda was taken in recognition of Uganda's turbulent history that had been characterised by arbitrary arrests, detention without trial, torture and brutal state repression with impunity on the part of security organs, during the pre and post-independence era.

Since its inception in 1996, UHRC has experienced growth in staffing and service delivery in human rights work. Over the past ten years, changes in the human rights arena, including the evolving nature of human rights, have been dramatic and fundamental to the very way UHRC promotes and protects human rights in Uganda. The wide Commission's mandate, coupled with the evolving nature of human rights issues call for a more proactive approach in UHRC's operations. UHRC recognises that as much as it has the responsibility of reacting to issues as they emerge; it ought to begin to anticipate change rather than merely react to it. UHRC needs to grow drawing on the human and financial resources it has. However, these resources are limited and require careful resourcefulness in their allocation. To realise its mandate and to meet the client's **expectations, it is essential that UHRC uses these** resources in the most efficient manner by determining priority areas to focus on. This calls for identification of key outcomes and outputs, pursuing and achieving them. This Strategic Investment Plan will therefore contribute to continuity in UHRC's programmes, particularly in enhancing the fulfilment of its promotional mandate through continuous civic and human rights education; consolidation of all its efforts to greatly increase its impact.

1.1 Background Information

The process of producing UHRC's SIP started with two retreats of the JLOS SIP III task force in which the UHRC participated. In order to strengthen the capacity of the JLOS Policy and Planning units of sector members to formulate the respective Institutional Strategic Plans, JLOS organised a two-weeks training seminar on Results Based Management Implementation and Performance Indicators. Thereafter, UHRC organised three retreats of the task force under the technical guidance of the JLOS consultant which resulted in the formulation of the zero draft plan and first draft Strategic Investment Plan. This draft was later reviewed by a smaller select team that ensured its logical flow and inclusion of pertinent human rights concerns that had subsequently emerged. The select team finalised the UHRC Strategic Investment Plan 2012/13-2016/16.

1.2: Strategic Context and Rationale

1.2.1 Millennium Development Goals

In 2000, 189 nations including Uganda made a promise to free people from extreme poverty and multiple deprivations. This pledge became the eight MDGs to be achieved by 2015. In September 2010, the world recommitted itself to accelerate progress towards these goals. The UHRC contributes to the attainment of seven (7) of the country's MDGs. These are:

- Eradicate extreme poverty and hunger
- Achieve Universal Primary education
- Promote gender equality and empower women
- Reduce Child mortality
- Improve maternal health
- Combat Human Immune-Deficiency Virus/Acquired Immune Deficiency Syndrome (HIV/AIDS), malaria and other disease
- Ensure environmental sustainability

This contribution is as a result of the different activities the Commission's undertakes that includes monitoring government progressive achievements on MDG targets poverty, Universal Primary Education, gender equality, child mortality, maternal mortality and HIV/AIDS. Every year the Commission inspects a reasonable number of health facilities whose findings are presented before Parliament for possible national budgeting. The Commission is an advocate of the rights based approach to development which puts the rights bearers at the epicentre of consultative, participation and inclusion in decision making processes. Through its civic education and human rights awareness programs, the Commission provides information to the citizens and become empowered to demand for their economic and social rights from elected and appointed leaders who are duty-bound to provide adequate and quality services. The commission visits detention facilities and cause for improvement in conditions of detainees where the rights of children, women and persons with disabilities have been violated. More still, UHRC works with other government institutions to promote gender equality in state institutions

1.2.2 Universal Periodic Review

The adoption of resolution 60/251, requires Uganda as one of the 192 member states to have its human rights record reviewed once every four years. In October 2011, at the 12th session of the Human Rights Council, Uganda was reviewed for the first time on its compliance with the treaty obligations. During the review Uganda adopted 110 recommendations and partially accepted 42 recommendations. The partially accepted recommendations were later examined in March 2012 at the 19th Session of the Human Rights Council where Uganda accepted some recommendations and partially accepted others.

The recommendations accepted by Uganda ranged from domestication of international human rights instruments, putting in place accountability mechanisms, addressing the plight of vulnerable persons to addressing specific human rights violations including economic, social and cultural rights. The voluntary commitments on the other hand included developing and implementing a National Action Plan of Human Rights and putting in place mechanisms to help review and report on the human rights situation in the country. These voluntary pledges and recommendations are vital for the UHRC in monitoring government compliance with its convention obligations, assess progress in implementation and providing a basis for the next review.

1.2.3 East African Community

One of the fundamental principles of the Treaty Establishing the EAC is good governance which includes principles of democracy, rule of law, accountability and the promotion and protection of human rights in accordance with the provisions of the African Charter on Human and Peoples' Rights. National Human Rights Institutions at the East African Level, including UHRC have developed an action plan that seeks to strengthen the tabling and prompt debating reports of Parliament, putting in place mechanisms with common standards such as the East African Draft Bill of Rights, the Draft Protocol on the Extended Jurisdiction of the East African Court of Justice and the Draft Protocol on Good Governance.



Training for the East African National Human Rights Institutions by the Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI), 2011

As the regional integration deepens and widens, UHRC together with other East African National Human Rights Institutions will play a crucial role in ensuring that bills, protocols and standards adopted and developed at the East African level have human rights standards incorporated into them. In addition, these Institutions monitor protocols such as the Protocol on the Establishment of the East African Common Market that involve the free movement of labour that could have human rights implications.

1.2.4 The National Development Plan

Further still, UHRC contributes directly and indirectly to the attainment of the following NDP objectives: increasing household incomes and promoting equity; increasing access to quality social services; strengthening good governance, defence and security; enhancing the availability and quality of gainful employment; improving stock and quality of economic infrastructure; enhancing human capital development; promoting sustainable population and use of the environment and natural resources; and promoting science, technology, innovations and enhancing development.

The commission contribution is through promoting the human rights based approach to programming and development for poverty eradication and monitoring the realization of human rights. The annual report of the Commission is an assessment of the national development processes, which also identifies gaps and makes recommendations to Parliament on how to enhance the achievement of the NDP objectives.

1.2.5 The Justice Law and Order Sector (JLOS)

UHRC is also among the 17 institutions that form the JLOS. The JLOS is a sector-wide approach adopted by government to bring together institutions with closely linked mandates of administering justice, maintaining law and order and human rights into delivering on a common vision over the medium term, unified on a policy framework and objectives. Based on the JLOS SIP III, the UHRC SIP is intended to deliver on 2 of the 3 results areas: a) Improved access to JLOS services for all, particularly the vulnerable and b) enhanced human rights observance and institutional accountability in service delivery.

To perform its functions, UHRC receives funding from the Government of the Republic of Uganda and from the Development Partners in form of budget support and projects. The UHRC Strategic Investment Plan is intended to provide UHRC with a plan that is compatible with the NDP in general and overall JLOS Strategic Investment Plan; which will guide UHRC on its medium term investments and activities in a coherent, systematic and sustainable manner. This will further enhance economy, efficiency and effectiveness as far as UHRC's resource use is concerned.

Section TWO



UHRC Areas of Concern

2.0 UHRC AREAS OF CONCERN

In its day-to-day activities, UHRC handles a wide range of human rights issues from civil and political rights to economic, social and cultural rights. This is drawn from UHRC's constitutional mandate to promote and protect human rights of all persons in Uganda, which gives it a scope open to any issue as long as it is human rights-related. However, as earlier noted, for purposes of continuity in UHRC's programmes and concentration of efforts so as to yield greater impact, UHRC has identified 12 areas of concern which shall be focused on in 2012/13-2016/17 plan period. However, considering the nature of human rights, during the Plan period, UHRC will continue to handle other human rights concerns as they emerge.

2.1 High incidences of torture, cruel, inhuman and degrading treatment

The Constitution of the Republic of Uganda under Article 24 provides that, no person shall be subjected to any form of torture, cruel, inhuman and degrading treatment or punishment. Uganda ratified the UN Convention against Torture and Other Cruel, Inhuman and Degrading Treatment or Punishment in 1987 and is party to a number of other regional and international treaties that outlaw torture and other forms of ill-treatment. Despite this, violation of the freedom from torture or cruel, inhuman or degrading treatment or punishment continues to occur in Uganda as observed in the Uganda Human Rights Commission 13th Annual Report to Parliament. To UHRC, this is of grave concern regarding the human rights situation in the country given that freedom from torture is constitutionally an absolute right since it is the most severe and deliberate gross treatment that can be subjected to any human being. Considering the trend of reports on violation of the right to freedom from torture or cruel, inhuman or degrading treatment or punishment it has been observed that violation of this right had persisted over the last couple of years.

Of the 1,231 complaints that were received by the UHRC in 2011, 428 complaints were related to the violation of the right to freedom from torture or cruel, inhuman or degrading treatment, accounting for 34.77% and making it the highest violation recorded. This represented an increase in complaints of violation of the freedom from torture or cruel, inhuman or degrading treatment from those recorded in 2010, which was 27.3% of the 797 complaints that were registered. Over the years the trend has been the same with violation of the freedom from torture or cruel, inhuman or degrading treatment or punishment consistently among the top five complaints registered by UHRC. In 2006 it was the second highest accounting for 21.6%; in 2007 it was one of the two highest at 23.65% with denial of child maintenance at 23.8%. In 2008 and 2009, violation of the freedom from torture or cruel, inhuman or degrading treatment or punishment topped the complaints at UHRC accounting for 29.6% and 31.0% respectively. Worse still, government has continued to lose the much-needed revenue to meet compensation payments for acts of torture committed by its agents. For instance, the UHRC Tribunal alone had by the end of 2011 awarded nearly Ug. Shs. 4 billion in compensation to victims of human rights violations most of which were related to torture or cruel, inhuman or degrading treatment or punishment.

Despite the interventions by the UHRC to train and sensitise security agencies including the Uganda Police Force (UPF), Uganda Peoples' Defence Forces (UPDF), Uganda Prisons Service (UPS) as well as the Internal Security Organization (ISO), and Chieftaincy of Military Intelligence (CMI) on human rights and the obligations to respect them, these agencies still rank high on the UHRC list of respondents especially as far as complaints of violation of the right to freedom from torture or cruel, inhuman or degrading treatment or punishment is concerned. This calls for continuous sensitisation and training of these security agencies in human rights. In addition to this observation, the enactment of the Anti-

Torture law that criminalises torture, cruel, inhuman or degrading treatment or punishment and provides for individual culpability bestows onto UHRC the responsibility of holding individuals accountable for their actions, something that calls for dynamic and continuous strategic interventions which will ensure continuous advocacy and eventual reduction in the incidences of torture, cruel, inhuman or degrading treatment or punishment in Uganda.



Training of UPDF soldiers in Moroto regional office through the Detach-to-detach methodology on different human rights, 2012

2.2 Incidences of child sacrifice.

Over the past five years, there has been a continued prevalence of human rights abuse and especially child sacrifice cases in Uganda. Although the UPF Annual Crime Report for the past three subsequent years have been indicating a reduction in the number of cases of children murdered for ritual purposes from 15 cases in 2009 to 9 cases in 2010, such cases continue to exist and still pose a great threat to children's right to life. It should also be noted that there are some incidents that go unreported by the communities and there exist gaps in collection of evidence related to child sacrifice. According to UPF, child sacrifice crimes are committed in secrecy and in many cases by people close to the victims. Therefore, even where there were witnesses, they fear reporting these crimes thus making investigations difficult. The problem is compounded by the fact that facilitation and logistical support to UPF for carrying out investigations and collection of evidence is inadequate thus leading to delayed follow-up in investigations related to human (child) sacrifice as well as recording of related cases.

Table 1: Distribution of Incidents of Suspected Ritual Murders 2010 and 2011

2010			2011		
S/No.	Districts	No. of Ritual Murders	S/No.	Districts	No. of Ritual Murders
1.	Wakiso	03	1.	Rakai	02
2.	Buikwe	02	2.	Rukungiri	01
3.	Pallisa	02	3.	Nwoya	01
4.	Kampala	01	4.	Mityana	01
5.	Amolatar	01	5.	Lira	01
6.	Kamuli	01	6.	Kole	01
7.	Jinja	01	7.	Kibingo	01
8.	Rakai	01			
9.	Manafa	01			
10.	Kalungu	01			

Source: Uganda Police Force Annual Crime Report 2010 and 2011

According to a British Broadcasting Corporation (BBC) documentary¹ it is believed that buried under some of the new buildings in the capital Kampala are the bodies of children. All over the country, innocent young people are being kidnapped and trafficked for human sacrifice. Many Ugandans, from tribal leaders, businesspeople to ordinary people visit witch-doctors if they have a problem or an illness. They believe that the witch-doctor will communicate with spirits on their behalf, using rituals and techniques for healing or success. Some rituals reportedly require the body parts and blood of ‘pure’ people. Children are considered purer but are not readily available off the supermarket shelves, and so children are being trafficked and murdered to complete the spiritual interaction, sometimes by their own families. Some people believe that the pursuit of wealth and ambition is driving people to witch-doctors to ask for success.

The Witchcraft Act Cap 124 which prohibits witchcraft-related activities has inadequacies in that it has not been invoked to prosecute witchdoctors whose actions contravene its provisions. There is no specific legal provision in the Penal Code Act dealing with someone found in possession of human body parts, making it hard to prosecute such a person and secure a suitable conviction. Uganda has not domesticated the Protocol on the Sale of Children and Child Trafficking, Prostitution and Pornography, which could have contributed to the prevention of crime of sale of children which ‘engineers’ child sacrifice. Child sacrifice is also attributed to negligence of parents that leave their children with friends, relatives or even strangers, who in turn connive with those who conspire to kill children for money. Through this Strategic Investment Plan, the UHRC will be in position to advocate against the vice of child sacrifice through public sensitisation against practices that require body parts; for the effective implementation of the Prevention of Trafficking in Person Act 2009; as well as responsible parenting so as to rejuvenate the value attached to children in order to reduce the incidences of child sacrifice in the long run.

¹ (<http://news.bbc.co.uk/1/hi/programmes/newsnight/8441813.stm>)

2.3 Increased Violation of Children's rights

The UHRC has a constitutional mandate to protect and promote human rights of all persons in the country including children. The UHRC 2008 Annual report revealed that complaints of allegations of violation of children's rights were the second highest registered accounting for 22.1% of all cases reported to UHRC. The increase in violation of children's rights has been generally attributed to poverty as it increases the vulnerability of children and leads to disintegration of families. As a result of poverty, families are unable to look after their children leading to child neglect. The UHRC has established that the failure of parents to care for their children is mainly attributed to poverty and the laxity of some parents or guardians. For instance in 2010, the UPF recorded a total of 12,710 child related crimes of which 73% were due to child neglect, 14% child desertion and 14% child abuse and torture. For purposes of strategic planning, the UHRC intends to focus on the following key concerns as far as children's rights are concerned.

Child neglect is a challenge that UHRC continuously grapples with. The complaints that have been registered with UHRC on allegations of violations of children's rights mainly entail failure by parents or guardians to take care of or provide maintenance for their children. The same situation has remained over the years with child maintenance complaints topping or featuring among the top five registered at UHRC every year. There was a 14% increase in the number of cases reported in respect of violation of denial of child maintenance from 173 in 2009 to 197 in 2010. In 2011, the number of these complaints increased to 224, an indication of an upward trend of reported cases as far as this violation is concerned.

Child trafficking and 'sale' is on the increase mainly in the Karamoja region. The New Vision of 17th June 2011 reported that over 50,000 children in Karamoja had been sold or hired out by their parents since 2001. Many of them had done it to get money for food to feed their families. Only weeks after the transaction, the money runs out and they regret selling their children. In its 2008 global survey report entitled, 'Challenges and opportunities for children in pastoral areas', United Nations Children's Fund (UNICEF) noted that annually, over 5,000 children are taken out of Karamoja in search of food for families. Child trafficking partly contributes to the increasing number of street children in main towns like Kampala, Jinja, Mbale and Mbarara.

Child Labour still poses a major threat to the health, development and education of children and is a violation of their fundamental rights. Despite legislative enactments prohibiting child labour, it remains one of the greatest sources of child abuse and exploitation in Uganda. Although the government has directed considerable resource and energy towards the implementation of programmes aimed at reducing child labour, it remains prevalent in several industries and homes. Despite the fact that Uganda ratified relevant instruments including the 1989 Convention on the Rights of the Child (CRC), which stipulates that children are to be protected from economic exploitation and work that is hazardous, interferes with schooling or harmful to a child's health or development²; the International Labour Organisation (ILO) Convention No. 138(1973) on minimum age to employment; and ILO

² Convention of the rights of the child, 12 December, 1989, UNGA Doc A/RES/44/25(Entry into force 2 September 1990, ratified by Uganda 17th August 1990) CRC

Convention No. 182(1999) on the worst forms of child labour³, little if any has been done to domesticate and implement these provisions in Uganda. Although there are laws and policies in Uganda including the Constitution of Uganda, the Children Act, the National Child Labour Policy (2006), the Employment Act, and the National Employment Policy that regulate child labour, their implementation leaves a lot to be desired. It is this implementation gap in the Ugandan law that criminalises child labour, coupled with the continued employment of children with impunity to do hazardous work that is of great concern to UHRC.

Child prostitution (commercial sexual exploitation of children) is on the increase in the country. Most children join commercial sex work after failing to be protected by the family and social network when they lose parents and / or drop out of school leading to economic hardships. Some of the Children also face domestic violence, parental neglect, and molestation/ harassment. Child victims of commercial sexual exploitation face abuse and endure degrading treatment. They risk early pregnancies, sexually transmitted diseases and exposure to HIV/AIDS as a result of the risky sexual behaviours including having unprotected sex, multiple sexual partners and related alcohol, drug and substance abuse.⁴



Children in stone quarry

As it is the case in many countries, the magnitude of commercial sexual exploitation in terms of numbers of children affected at a given time is not known in Uganda and this is due to lack of accurate comprehensive national statistics, resulting from hidden and illegal nature of commercial sexual exploitation of children.⁵ However media reports and Non Governmental Organisations (NGO) reports as well as anecdotal information points to the fact that this is a serious and growing problem in Uganda, especially in urban areas. In 2004, ILO/IPEC estimated that the number of children involved in Commercial Sexual Exploitation of Children (CSEC) in Uganda was 7,000 to 12,000⁶ children exploited in CSEC nationwide with those aged 15-17 years most affected.

According to a research done by Ministry of Gender Labour and Social Development (MGLSD) in conjunction with Uganda Youth Development Link (UYDL) in May 2011, it was found out that child prostitution is reported to be on the increase and is well established in Kampala City and other urban towns. The research noted that sex work is rampant and rapidly growing in all the divisions of Kampala city, targeting children and young people as victims. In Kampala city alone, the incidence of sex work is highest in Kawempe Division (estimated at 2,540) followed by Rubaga Division (estimated at 1,687) and

³ International Labor organization C182 Convention concerning the Prohibition and Immediate Action for the Elimination of the worst forms of labor, 17 July 1099, (entered into force 19 November 2000, ratified by Uganda 21 July 2001).

⁴ Commercial Sexual Exploitation of children in Uganda; a critical review of efforts to address CSEC 2005-2011 at Pg.7

⁵ David Kyadondo (2002): Fighting commercial sexual exploitation of children, study of good practices in interventions in Uganda

⁶ ILO/IPEC(2004): Thematic study of commercial sexual exploitation of children in Uganda

lowest in Nakawa and Makindye Divisions. Several studies have also indicated that those who procure commercial sex increasingly demand to have younger girls as opposed to middle-aged women, because among other things they charge lower prices and are presumed to carry less risks of HIV. Out of 437 people interviewed in the 2009 Ministry of Health (MoH) study⁷, 35 of them (8%) were in the age group 15-19 years, 15% had started commercial sex work before 18 years of age and 13% of them were staying with a person engaged in commercial sex work. Such acts have and continue to make children, especially the girl-child in Uganda susceptible to inhuman, degrading treatment and other acts that lead to violation of their rights.

The HIV/AIDS challenge still poses a serious concern in the promotion of the right to life and health of Ugandans and particularly children. According to available statistics, a total of 110,000 children are living with HIV/AIDS; 25,000 are infected yearly through Mother-to-Child Transmission (MTCT); 50,000 require life saving HIV treatment (advanced disease) and 22,000 (42%) of these children are receiving this essential intervention.⁸ HIV/AIDS is a life-long infection that requires life-long treatment. The stresses of HIV/AIDS undermine families' capacities to ensure the healthy early development of their children. However, virtual elimination of paediatric HIV is possible; and promoting early diagnosis and treatment promotes early childhood development. Children living with HIV/AIDS are of concern to the UHRC because they are extremely vulnerable and need urgent attention. UHRC intends to advocate for improved service delivery towards such a category of people as well as the establishment of more facilities that provide Prevention of Mother-to-Child Transmission (PMTCT).

Another category of children that the UHRC intends to target in this SIP is the Children in conflict with the law. According to a research conducted by JLOS on children in communities and in remand homes, several violations were happening against children ranging from those committed against children in the community to injustices occasioned to them within the justice system. In particular, examination of remand homes, Police and Courts illustrated the lack of child-friendly standards and procedures.⁹ Some of the violations of rights of children in conflict with the law that were identified included: corporal punishment; detention of children with adults; extortion of money from children by some police officers; torture or cruel, inhuman or degrading treatment or punishment; small portion of food in the remand home; and loss of files which leads to prolonged remand periods. In this case, the UHRC will strive to deliver positive results for children through maintaining and improving protection of children under JLOS, its institutions, other government institutions and community structures.

JLOS resolved to prioritise issues of child justice in their SIP III 2011- 2015. With the support of UNICEF, JLOS is implementing a specific programme on children: the Justice for Children Programme. The programme is a nationwide systematic innovation aimed at advancing the rights of children by strengthening the JLOS capacities at the national and district level in planning and implementing rights based responses to child victim, those at risk of violence and those in conflict with the law.

JLOS, its institutions and District Chain-linked Committee (DCC) structures are the target for the programme implementation. The DCCs are the locations for practice change within their respective institutions. JLOS institutions are the target for management and operational support to attain the intended J4C results. Further, the Programme envisages the participation of Non-State Actors (NSA) including Youth leader Coalitions, Civil Society Organizations (CSOs) working with children, Faith Based Organizations (FBOs) and traditional leaders.

⁷ MoH (2009): Magnitude, Factors, HIV/STD related knowledge and practices of commercial sex workers in Kampala

⁸ Presentation made by Dr. Sabrina Bakeera-Kitaka Hon. President Uganda Pediatric Association, Department of pediatrics, Mulago National Referral Hospital, at the Second Annual Early Child Hood Development Retreat at Ridar Hotel, Ssetta 17th-19th January 2011.

⁹ This research was conducted before the start of the Justice For Children (J4C) Programme

As part of the JLOS family, UHRC will fully participate in the Justice for Children Programme. In addition, in an effort to ensure the comprehensive promotion and protection of children's rights in Uganda, the UHRC intends to use its constitutional mandate to investigate violations of children's rights; inspect places of detention to ensure that they meet the minimum standards set out in the CRC and watch out for children in adult prisons or detention facilities; carry out research and education on issues of child justice and disseminate the same to the public; identify and advocate for laws that promote child justice; initiate programmes for the creation of awareness on the rights of the child; in addition to laying a strategy for holding Government accountability to its commitments to international treaties and convention relating to children.

2.4 Increased violation of women's rights

Despite the fact that Uganda has made efforts to promote and empower women, there are still wide gaps in unlocking economic opportunities that tend to favour their male counterparts. In 2003, Uganda ratified the ILO Convention III of 1958 which promotes equality of opportunity and treatment in employment and occupation, as a means to eliminate all forms of discrimination. Nonetheless, there are still overt disparities in for instance top public service appointments like ministerial posts, Executive Directors and Permanent Secretaries of Government Ministries, Departments and Agencies; Chief Administrative Officers and Town Clerks of district and Urban Councils respectively; top management positions in government institutions; among others. All these posts carry with them powers to own, access and control of resources.

In the private sector, the position of women is not any better. They are looked at as "baby-manufacturers" who are forever on maternity leave causing losses to companies or employers. In practice therefore, for any opportunity, a male applicant is considered first, which tantamount to discrimination in job recruitment regardless of one's qualifications. In other instances, some women are sexually abused by employers before giving them employment, although because of its associated loss of job offers, majority do not come out to divulge such information. Most promotions also go to men partly because it is the men who are the majority at the level of decision making on promotions. Men are influenced by the cultural beliefs that they are superior to women in all aspects of life and a woman must be subdued. Consequently, women remain more disadvantaged in matters such as mortality, mobility, power and income.

For more than 35 years, the Ugandan Parliament, dominated by men chose to ignore enactment of a law that would streamline domestic relations to enhance equal rights and equity for all parties in marriage. The delay has always been attributed to the controversies that stemmed from socio-cultural factors that define and prescribe how marriages should be. The Domestic Relations Bill that was a comprehensive framework aimed at consolidating the law relating to marriage, separation and divorce and providing marital rights and duties therefore never saw the light of day until a strategy was devised to split it. Three Bills namely: The Domestic Violence Bill, the Marriage and Divorce Bill, 2009 and the Administration of Muslim Personal Law Bill were derived from it. Consequently, the Domestic Violence Act was passed in 2009 but the controversies surrounding marriage are still affecting the enactment of the others on which further consultations are on-going. For example the Marriage and Divorce Bill, 2009 has been questioned for including permission and recognition of cohabitation as a form of marriage as well as allowing divorce, which is not allowed in the Christian faith. The Bill that is intended to reform and consolidate laws relating to marriage, separation and divorce seeks to provide for recognised marriages in Uganda.¹⁰ To many women, especially those that are forced into marriages and are engaged in violent relationships the Bill would go a long way in protecting their rights under such marriages.

¹⁰ <http://ugandaradionetwork.com/a/story.php?s=33633#ixzz1yJOqTEio>

The continued delay to enact laws that address matters related to marriage keeps many women, men and children in situations where their rights in a marriage setup cannot be fully realised and protected.

Several Ugandan cultures continue to discriminate against women through harmful cultural practices. For instance, Female Genital Mutilation (FGM) is still practised by communities like the Sebei, despite being criminalised. According to the UN and other human rights activists, FGM is not only a health hazard due to the unsterilised instruments used by its practitioners, but also a dehumanising and degrading act that affects the dignity of women and jeopardises their fundamental right to life. There are also cultural norms in some Ugandan tribes which deprive women of the right to inheritance. In these tribes, women/girls inheritance of property is classified as a taboo. A parent's property therefore is a preserve for boys/men. There are some religions that regard women as a property of men and therefore are not allowed to work or to move out of the house. As a result of all this, education of the girl child is not encouraged. Boys get educated while girls are prepared for marriage. Despite their significant role in the agricultural sector, only about 16 percent of Ugandan women own land in their own right (Rugadya 2010). Their ownership of registered land is even lower at 7 percent (Rugadya 2010; Bikaako and Ssenkumba 2003). Housing, often considered a combined asset with land, particularly in rural areas, is also overwhelmingly owned by men (Rugadya 2010). These affect among others women's right to found a family, right to education, right to property and right to freedom from harmful cultural practices, all of which the UHRC is concerned about.

2.5 High incidences of human rights violation in places of detention.

Over the years, the UHRC has noted some relatively positive improvement in the human rights situation in places of detention. These include the institutionalisation of human rights committees, presence of updated registers, gradual phasing out of the bucket system and acquisition of staff and prisoners' uniforms. However, it should be noted that in some detention places, the conditions of inmates has been steadily declining while in others the conditions did not significantly change. In these detention places there are serious incidents of long detention, solitary confinement, poor state of accommodation facilities for both staff and inmates and poor working conditions of staff in the Uganda Police Force and the Uganda Prisons Service.

The UHRC still notes the different illegal modes of discipline and punishments by authorities, detention of children with adults as well as the violation of the right to health and access to information of detainees. Detainees sleep in deplorable conditions of inadequate space, beddings, ventilation, which leads to spread of infectious diseases yet they lack adequate health and medical care. Challenges still exist with HIV/AIDS response by prison administration. Access to free HIV counselling and testing services by prisoners, access to services for Cluster of Differentiation 4 (CD4) count to ascertain their readiness for ARVs and general management of HIV/AIDs among detainees still remains a serious challenge. According to the UHRC annual report 2010, the number of inmates with HIV/AIDS increased by 1.1% while the number of inmates qualifying for ARVs increased by 1.07%, and those on Anti Retro Virals (ARVs) increased by 0.56% compared to 2009. Most of the suspects detained at police stations and police posts continue to have their right to food violated. They continue to have only one meal a day with food brought in mainly by either relatives or friends, besides lacking bedding facilities. All these combined lead to violations of rights of detainees including right to health, right to a clean environment, right to liberty, right to freedom from torture, cruel, inhuman or degrading treatment or punishment, among others that the UHRC is concerned about.

2.6 Increased incidences of conflicts over property

Conflict over property, especially land and cattle, remains a serious human rights concern in the country. Rugadya (2009)¹¹ presents different forms of land conflicts: border disputes with neighbouring countries, inter-district border disputes, wrangles between property owners and tenants, and tenants resisting acquisition of land by investors. For many years, numerous land conflicts and disputes have left parties dead or at least vowing to kill each other. Tensions over use of land and other resources have the potential to grow into bigger and societal level (ethnic or religious) conflicts if not responded to on time. Inequitable distribution of resources where powerful groups marginalise the weak could in particular be a source of grievance and conflict where property rights are not responsive to scarcity of resources in a way that allows equitable access, efficient use and security of tenure. According to Advocates Coalition for Development and Environment (2009)¹², land conflicts will escalate in at least 30 districts in Uganda unless urgent measures are taken to resolve them.

In the years 2006, 2007, 2008 cases of land conflict contributed 14%, 13.7% and 15.8% respectively of all complaints received by the UHRC. According to findings of a 2008 household survey by Rugadya... et al for the Ministry of Justice and Constitutional Affairs in 20 districts, land disputes ranked the highest among conflicts countrywide and are often the cause of other disputes including family and domestic violence, assault and murder. Findings show that there is a countywide increase in land disputes, where the occurrence of land conflicts at household level is (34.9%); with rural households accounting for (36%) of these conflicts compared to urban households that take a share of (33%). Overall the most commonly cited types of land conflicts experienced by the households surveyed are 'boundary discrepancies' (32.1%), land ownership wrangles (17.8%), inheritance and succession wrangles (15.5%) and illegal land occupation (12.3%). Notably, a significant 20% of all land disputes that occur are not reported to any dispute resolution institution, given the severity of land conflicts, this is a precursor to social tensions that could erupt into violence, (Rugadya, 2009)

The World Bank (2007)¹³ household survey in 6 districts of northern Uganda, found a steady rise in the number of land disputes from 12.8% at the time of displacement to 15.5% during displacement, and 15.4% at the start of Internally Displaced Persons' (IDP) return with expectation of further increments as the IDP return progressed. Disputes mostly occurred on land that was left behind upon displacement, (65%), inherited land (71%) and land given as a gift (17%), while on the other hand, land acquired through purchase had only a dispute prevalence rate of (3%). The most common disputes arose out of illegal occupation of land or cultivation by unknown persons or unauthorized family members or occupation by early returnees or shifting of boundary marks from original positioning (Rugadya et al., 2007). However, (59.9%) of land disputes are resolved at the institution of first call. In terms of regional distribution, the eastern region had the highest dispute prevalence of (48%) and lowest was in western Uganda at (15.4%). Child headed households reported a comparatively higher prevalence of land conflicts (41.3%). As regards, tenure types, mailo land is the most affected tenure with the highest disputes prevalence of 30% while in all the other regions customary tenure is most conflict prone accounting for nearly 60% of conflicts.

Cattle rustling and theft of cattle is another area of human rights concern. The UPF Annual Crime Report, 2009 revealed that 282 cases of cattle stealing were reported and investigated in 2009 compared to 190 cases in 2007. A total of 50 incidents of cattle rustling were registered in 2009.

¹¹Escalating land conflicts in Uganda, A review of evidence from recent studies and surveys

¹²By Lydia Namubiru, Uganda: Land Wars threaten 30 Districts in the New Vision Newspaper 24th April 2009

¹³Rugadya, Nsamba-Gayiiya and Kamusiime, 2007

The Anti-Stock Theft Unit (ASTU) recovered 1,443 head of cattle out of 1,658 heads of cattle stolen, thus achieving 87% recovery rate. Goats/Sheep recovered were 255 out of 353 stolen, a recovery rate of 72%. All these concerns have got a bearing on the right to property and right to life which are among the fundamental human rights the UHRC is concerned about.

In order to advocate against conflicts over poverty and its related human rights violations, the UHRC will use this SIP to develop advocacy strategies as well as public sensitisation programmes to address the adverse consequences of the unresolved conflicts.

2.7 Increased incidences of domestic violence

Increased occurrences of domestic violence in Uganda are worrying. Violence manifests itself in many forms including physical, sexual and psychological. In the UPF Annual Crime Report, 2011 it was noted that cases of death through domestic violence had increased to 181 from 159 recorded in 2010, despite having a law that criminalises domestic violence. Most of the domestic wrangles have a link to wives denying their husbands sex and this calls for professional counselling. Other causes of domestic conflicts include suspicion of cheating through modern technology means like the use of mobile phones, internet messaging, Short Message Service (SMS), among others.

A study¹⁴ about domestic violence in rural Uganda cited several reasons for violence. They include: Woman neglected household chores (27.8%); woman disobeyed husband/elders (24.3%), woman's refusal of sex (16.4%), arguments over money (13.5%); suspected infidelity by woman (13.4%); women's insistence on use of condom (0.7 %); woman used contraception without permission (0.6%); and woman suspected to be HIV-positive. Unfortunately, a higher percentage of women than men believed beating to be justifiable: 16% of men and 28% of women believed beatings to be justified when a woman refused to have sex with her partner, and 22% of men and 27% of women when a woman adopted contraception without the permission of her partner. Attitudes toward infidelity by the female partner were at the other extreme; 60% of men and a striking 87% of women believed that beating was justified if the woman was unfaithful. For all situations considered, 70% of men and 90% of women believed that beating was justifiable for one or more of the situations cited (54% of men and 65% of women when infidelity by the female partner was excluded). A somewhat surprising finding was that attitudes condoning domestic violence were more common among younger men and women. For example, 66% of men aged less than 25 years and 43% of men aged 35 years viewed beating of the female partner as justifiable for one or more reasons (other than infidelity); comparable figures for younger and older women were 73% and 55%, respectively .

Domestic violence has also taken on a new gender dimension with men increasingly becoming victims. The New Vision of 8th June, 2011 revealed that at the Rehabilitation Centre for Victims of Domestic and Sexual Violence (RECESVID), of the 78 clients so far provided with psychosocial support, 22 (27%) were male clients. The centre considered this a high number given the patriarchal society that the men were brave enough to come and share their own pain of domestic violence. Although women activists argue that men are the chief perpetrators of such violence, incidents show that more men are now becoming victims of the violence than ever before. According to the police, this is a result of factors like fighting over property, infidelity, politics or money. Other causes of husband battering include cross-generational marriages, accumulated anger, revenge, poverty or the husband's lack of self-respect. The New Vision of 4th June 2011 reported that the Police receive regular complaints from men who have been assaulted by their wives. This is in addition to men who fear to come out openly and report the issue.

¹⁴Study was conducted by Koenig A, et al ,2003

The biggest challenge with prosecuting such cases is that men prefer to suffer in silence. Culturally, a man who is beaten by his wife loses respect in society and the family suffers social stigma. Men often want the cases solved before reaching court, so that they are not perceived as weak.

Unfortunately, many interventions on domestic violence have been skewed towards female victims, working under the premise that only women are abused. This partly results into unending cases of homicide. Men have to be confident when facing such challenges in their homes. Like their female counterparts, they also have the right to report the matters to Police or other relevant authorities and to be listened to.

Armed conflict, poverty, alcohol abuse and cultural attitudes have also been cited as responsible for the high incidences of domestic violence/social disharmony in Ugandan communities. About 92% of 6,000 people surveyed by the Uganda Law Reform Commission (ULRC) reported some form of domestic violence was taking place in their communities.

In some parts of the country, the violence appears to be entrenched in cultural traditions. For instance, under “*akikamuni*” or *atokore*’, a marital custom in the Karamoja region, if a woman rejects a man, when he finds her he wrestles her and forces her into sexual intercourse. This can happen anywhere, even in a public place. The purpose of the act is to extract consent. The culture connotes that a woman is there to be ruled and not a partner in marriage. In Gulu district, the belief is that to be a “true married wife” a woman should have lost a tooth as a result of being battered by her husband. The custom of paying a “bride price” at marriage, in the Buganda, Busoga and other regions, is another potential source of abuse, since it reinforces the idea that men have “proprietary rights over their wives”.

In an effort to advocate against domestic violence and its related human rights violations, the UHRC intends to use this SIP to develop advocacy strategies as well as public sensitisation programmes through which the effects associated with the practice will be explained to the different communities.

2.8 High prevalence of sexual and gender based violence

Sexual violence is an act of being physically forced to have sexual intercourse and or being forced to perform any sexual act against one’s volition. The act is increasingly evident among different societies in Uganda with the Central region having the highest levels at 24 %. Notably 11% of men and 39% of women (15-49 years) experienced sexual violence according to the Uganda Demographic and Health Survey (UDHS) 2006 results. Almost one in four women (24 percent) report that their first sexual intercourse was forced against their will compared with less than 1 percent of men. There is evidence that women who have spent more years in marriage are 1.6 times more likely to experience sexual violence.

Rape is the most common form of sexual violence. However, sexual and gender-based violence encompasses a wide variety of abuses that include sexual threats, exploitation, humiliation, assault, molestation, domestic violence, incest, involuntary prostitution (sexual bartering), torture, insertion of objects into genital openings and attempted rape. Female genital mutilation and other harmful traditional practices (including early marriage, which substantially increases maternal morbidity and mortality) are forms of sexual and gender-based violence against women which cannot be overlooked nor justified on the grounds of tradition, culture or social conformity.

According to the UPF Annual Crime Report 2011, defilement was the leading sex-related crime reported in the country with a total of 7,690 cases, compared to 7,564 cases that were registered in 2010, indicating a 2% increase. There was however a recorded decrease in the number of rape cases registered by the Police from 709 in 2010 to 520 in 2011.

Sexual violence increases women's risk of unwanted pregnancy, STI-HIV/AIDS and other consequences such as chronic pain, unsafe abortion, sexual dysfunction, trauma to reproductive organs and chronic infections including Pelvic Inflammatory Diseases (PID), complications during pregnancy and chronic reproductive health problems.

Survivors of sexual violence usually have a feeling of fear, guilt, shame and anger. They may adopt strong defence mechanisms that include forgetting, denial and deep repression of the events. Extreme reactions to sexual violence may result in suicide or, in the case of pregnancy, physical abandonment or elimination of the child. Survivors should therefore be treated with empathy, care and support. In the long term, and in most cultural settings, the support of family and friends is likely to be the most important factor in overcoming the trauma of sexual violence. Community-based activities are most effective in helping to relieve trauma. Such activities may include: women's support groups or support groups specifically designed for survivors of sexual violence and their families. UHRC will engage with stakeholders at grassroots and sub national levels to monitor cases of sexual and gender based violence on a quarterly basis. This is aimed at pre-empting it or where it occurs to advocate for the full protection of the rights of survivors irrespective of gender, including redress and psychosocial care.

2.9 High incidences of mob action

Mob action can refer to when a group of people, sometimes several hundred, take the law into their own hands, act as accusers, jury and judge and punish an alleged wrongdoer on the spot. The person accused of a crime has no chance to defend him/her or claim innocence. The victim of a mob is denied a fair trial and the right to life, which ends up violating international and constitutional standards of human rights. Mob action causes adverse effects to the victim, close relatives of the victim and the affected communities. Such effects according to the UN, are manifested in a number of ways which include but are not limited to deaths; physical injuries and/or disabilities and situations in which some of the victims of mob action are mistaken identities while others are victims of circumstances.

The increasing incidences of mob action in the country are of concern to the UHRC. The UPF Annual Crime Report of 2011 noted an increase in the number of homicide cases as a result of mob action in the country from 357 in 2010 to 383 in 2011. However, in reality, the number of mob action cases is greater than the reported cases since many cases happen in areas to which the police have difficulties reaching and therefore they end up unreported. The UHRC observes that mob action has reached unprecedented levels as evident in the gruesome photographs and grim pictures of battered or dead victims of the vice that have now become common sight in the print and television news in Uganda.¹⁵

The UPF Annual Crime Report also revealed that whereas theft was the leading cause of mob action, robbery, suspected witchcraft, murder, burglary and dissatisfaction with delayed/omission of justice were also found to be triggers of mob action among communities. The report also revealed that over 90 per cent of the victims of mob justice were men (heads of households).

Mob action resulting in physical injury, maiming or disability is also a violation of one of the non-derogable rights and freedoms under Articles 24 and 44(a) and (c) of the Constitution which guarantee freedom from torture or cruel, inhuman or degrading treatment or punishment as well as the right to fair hearing.

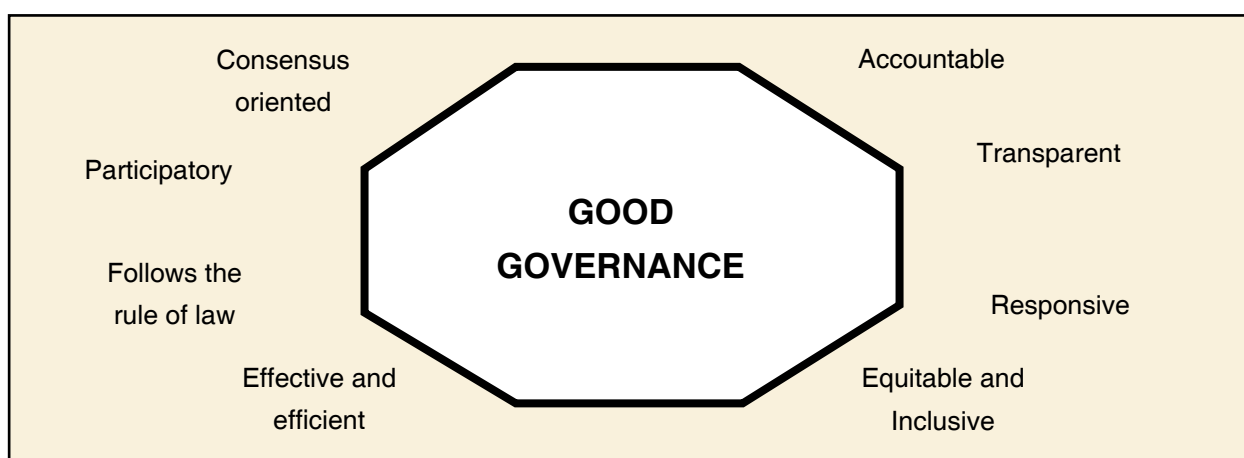
¹⁵ Statement on the recent escalation of cases of mob justice by the Chairperson, UHRC 8th April, 2011

The vice of mob action has also been found to violate other rights which include the right to life and right to protection from deprivation of property in cases where communities destroy the property of suspected wrong doers. It is these human rights among others that UHRC will base its interventions as far as advocacy against mob action in Uganda is concerned.

2. 10 A citizenry that is not adequately informed and empowered to participate in governance

Governance can be described as the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. Therefore, good governance is, among other things, participatory, transparent and accountable as well as effective and equitable. It promotes the rule of law, while ensuring that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources. Economic governance includes decision-making processes that affect a country's economic activities and its relationships with other economies. It clearly has major implications on equity, poverty and quality of life. Political governance is the process of decision-making to formulate policy. Administrative governance is the system of policy implementation. Encompassing all the three, good governance defines the processes and structures that guide political and socio-economic relationships.

Figure 1: The key characteristics of good governance



Participation – where all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represents their interests. This is built on freedom of speech, expression and association, as well as capacities by all, including civil society to participate constructively.

Rule of law – This requires legal frameworks that are fair and enforced impartially, in addition to protecting of human rights, especially those of minorities.

Transparency - Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.

Responsiveness - Institutions and processes try to serve all stakeholders.

Consensus orientation - Good governance mediates differing interests to reach a broad consensus on what is in the best interests of the group and, where possible, on policies and procedures.

Equity and inclusiveness - All men and women have opportunities to improve or maintain their well-being.

Effectiveness and efficiency - Processes and institutions produce results that meet needs while making the best use of resources.

Accountability - Decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders.

Strategic vision - Leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development.



Voting taking place at one of the polling stations, 2011

Citizens' effective participation in governance presupposes that they are well informed, equipped and have access to make informed choices and decisions and to hold state agents, leaders and representatives accountable. It is also important to ensure that all citizens, without discrimination of the vulnerable, marginalised persons, have equal access and opportunity to participate in governance. Of necessity, participation should be peaceful, respectful of the law and tolerant of the different views of other groups and individuals. In view of this, empowerment of citizens to participate requires the realisation and respect of their rights, especially civil and political rights. These include freedom of speech and expression; freedom of thought, conscience and belief; freedom to practice any religion; freedom to assemble and to demonstrate together with others peacefully and unarmed and to petition; freedom of association – to form and join associations, unions, political and other civic organizations; freedom of movement – move freely in the country; reside and settle in any part of Uganda, enter, leave and return to Uganda, to a passport or travel document; and the right of access to information. All these freedoms and rights are guaranteed in the 1995 Constitution of the Republic of Uganda under articles 29 and 41. Effective participation also requires citizens to know, appreciate and fulfil their duties and responsibilities as the Constitution expressly states that “the exercise and enjoyment of rights and freedoms is inseparable from the performance of duties and obligations”.

Generally, there has been increasing restrictions of these particular rights and freedoms especially with the introduction of the multiparty dispensation in 2005. Various reports have indicated a surge in restrictions on these freedoms during heated political periods like elections and civil disobedience / actions that have a political association like public demonstrations, particularly, ‘walk-to-work’. The UHRC Annual Report of 2011 confirmed that there were undue restrictions on the freedom of expression, in particular media freedom, freedom of assembly and association.

There was a surge in public demonstrations in 2011 that more often than not turned violent with police forcefully and violently dispersing them resulting in deaths, injuries, and chaos in which rights like health, education and property were violated. There were also increased incidences of unlawful arrests and detention, including preventive arrests and restriction of movement. Vulnerable persons like Persons with Disability (PWDs), the elderly, children and patients suffered the brunt of the ensuing chaos.



Members of the Kot omor sub county community attending a human rights sensitisation meeting(baraza human rights and justice , 2012.

The report also stated that media freedom was under threat as journalists faced challenges in exercising their right to seek, receive and impart information. This was due to the increased incidence of violence against journalists from state agents as well as non-state actors and members of the public; denial of journalists access to news scenes; confiscations and destruction of their professional equipment as well as proposed legislations that would further restrict media freedom. This was compounded by challenges in the working conditions, professionalism, interference in their independence and weak self-regulation mechanisms. The threats to media freedom have been documented by the UHRC in its annual reports of 2000-2001, 2008 and 2011 as well as the African Media Barometer – Uganda 2010, which is an in-depth and comprehensive description and measurement system for national media environments on the African continent.

A Human Rights Watch report ‘A media minefield’ on freedom of expression in Uganda 2010, had reported that despite the apparent enjoyment of considerable latitude especially in Kampala “genuinely free and independent journalism was under threat”. It had reported government’s tactics to “stifle critical reporting from occasional physical violence, to threats, harassment, bureaucratic interference and criminal charges” which it said threatened to undermine media freedom necessary for free and fair elections. The UHRC Annual Report 2011 as well as the UHRC Election Report 2011 on the national elections held early 2011 expressed concern about the failure by the media especially state media to comply with the requirement for equitable treatment in access to the media by all parties and candidates in accordance with the Constitution, in particular candidates of the opposition parties. Some private media were also faulted for denying candidates the airtime they had paid for claiming they were under orders not to allow the opposition politicians to use the media.

The UHRC Annual Report 2011 as well as the UHRC Election Report 2011 also confirmed that there was insufficient voter and civic education despite some efforts by the Electoral Commission, accredited NGOs, UHRC and the media. UHRC also observed that the inadequacy of civic and voter education was demonstrated in the number of invalid votes which were 4.04% of the total votes cast with the problem more pronounced in upcountry polling stations.

Generally, there is a high level of unawareness of the law and human rights by the citizens in Uganda. This has partly been attributed to high illiteracy levels and lack of information among the citizenry. There is also inaccessibility of economic, physical, social, legal and regulatory environment by the majority of the public. The current formal and non-formal education systems do not adequately prepare and empower the citizens to demand for quality service delivery and accountability from duty bearers. Negative attitudes and apathy characterize majority of the sections of the public. All this has led to poor public service delivery, unaccountable leadership, failure to fulfil duties and responsibilities, inadequate participation in democratic processes and decision making resulting into lawlessness, social strives and human rights violations with impunity.

Article 13 of the Covenant of Economic, Social, and Cultural Rights provides that “education shall be directed to the full development of the human personality and to the person’s own sense of dignity”. However, due to limited financial resources and UHRC has not been able to carry out continuous and countrywide civic education, as the constitution requires. In view of the obligations under the international, regional and national instruments relating to the rights and freedoms that inform and empower citizens to participate in governance, as well as the Constitutional mandate of the UHRC to formulate, implement and oversee programmes intended to inculcate in the citizens of Uganda awareness of their civic responsibilities and an appreciation of their rights and obligations and free people, UHRC will through the SIP continue to monitor, protect and promote these rights. This is aimed at creating and nurturing a democratic society in which all citizens of Uganda have the right to participate in the affairs of their government and have the competence and opportunity to participate meaningfully and responsibly. Through this SIP UHRC intends to prioritise civic education and awareness creation as the other key aspect of its mandate to promote human rights.

Human Rights Defenders in Uganda

Uganda has several human rights defenders, but like in every region of the world, have been subject to violations of their human rights. They have been the target of executions, torture, beatings, arbitrary arrest and detention, death threats, harassment and defamation, as well as restrictions on their freedoms of movement, expression, association and assembly. Defenders have been the victims of false accusations and unfair trial and conviction. Violations most commonly target either human rights defenders themselves or the organizations and mechanisms through which they work. Occasionally, violations target members of defenders’ families, as a means of applying pressure to the defender.

Some human rights defenders are at greater risk because of the nature of the rights they seek to protect. Women human rights defenders sometimes confront risks that are gender-specific and require particular attention. In Uganda human rights defenders advocating for economic rights involving the extraction of mineral from the earth; civil and political rights and for the rights of marginalised groups have been particularly at risk. The government has clamped down on independent media and enacted legislation constraining the functioning of non-governmental organizations (NGOs).

The Uganda Human Rights Commission has been an active player in as far as protecting and promoting Human Rights Defenders related human rights. The Commission has been and will continue to: a) receive complaints of human rights violations from human rights defenders b) promote awareness among human rights defenders; c) protect human rights of marginalized groups of human rights defenders such as the members of the opposition, Media, etc. d) advocate for the adoption of the Human Rights Based Approach to development ; and e) advocate for legislative and policy reforms.

The Commission established a Human Rights Defenders' Desk to strengthen its interventions in the protection of the rights of defenders. The Human Rights Defenders' Desk has the mandate of monitoring the enjoyment of human rights by Defenders as contained in the United Nations Declaration on Human Rights Defenders¹⁶ and many other international, regional and national human rights instruments.¹⁷

Despite the above interventions by various stakeholders including the Commission, human rights defenders continue to find a lot of challenges as they undertake peaceful activities to promote human rights in Uganda.

The defenders experience challenges at legislative, policy, implementation and redress levels. The prevailing human rights gaps, against the marginalised groups, women and the limited or restricted space for exercising the freedom of expression and assembly, call for the intervention by many stakeholders, including national human rights institutions (NHRIs).

Incidences of cases of human rights abuses against human rights defenders have been frequent, some of which relate to restrict freedom of assembly and association. Issues of discrimination as well as incidences of abuse of press freedoms have been reported to be frequent, all of which have implications on human rights. The challenges faced by defenders at implementation level involve a weak or absence of monitoring and reporting frameworks as well as a framework to assess the human rights situation of human rights defenders in Uganda. Whereas at redress level, the defenders are confronted by challenges of ignorance of the legal frameworks in place that could assist them. In instances where these legal frameworks have been engaged, the trials are too lengthy, expensive legal fees, lack of legal aid to mention but a few.

Besides the routine crosscutting interventions, the Commission plans to: a) equip its staff with skills and tools to protect rights of HRDs; b) produce special reports on the situation of human rights defenders c) produce a documentary on human rights defenders d) establish a network for human rights defenders

2.11 Inadequate protection of Vulnerable Persons in Uganda¹⁸

Vulnerability is the inability of the individual, household, community and the society as a whole to withstand shock, be it in terms of social-economic factors, disease or natural disaster. It is a risk or exposure of an individual or group of individuals to events that threaten or seriously damage one or more aspects of their wellbeing. Vulnerability is about capability failure, powerlessness and voicelessness and is closely connected to rights and equity.

¹⁶ The United Nations adopted the Declaration on the right and responsibility of individuals, groups and organs of society to promote and protect universally recognized human rights and fundamental freedoms on December 9, 1998, commonly known as the Declaration on Human Rights Defenders.

¹⁷ See the Universal Declaration on Human Rights; the International Covenant on Economic, Social and Cultural Rights; the International Covenant on Civil and Political Rights.

¹⁸ Issues of children and women rights are already covered in separate sections

Protection of vulnerable people means and involves all activities aimed at ensuring respect and fulfilment of the human rights of such people who are at risk, in weak position and in danger to the extent that they cannot help themselves out without special protection. Responsibility for ensuring such protection belongs to those with control and influence. The government and other institutions or organisations, as well as their families and communities have the duty to protect the rights of vulnerable persons or groups. It is important to ensure that interventions aimed at addressing vulnerability enhance the capabilities of the vulnerable persons to get out of the vulnerability and empower them to participate effectively in determining how to get out of their position in dignity.

The UHRC has the mandate to initiate programmes aimed at protecting the rights of all citizens, including vulnerable persons. The vulnerable often suffer discrimination on various grounds and it is the responsibility of the UHRC and other key stakeholders in the human rights field to ensure that all policies and programmes target issues that affect vulnerable groups. Article 21(4) of the Constitution of the Republic of Uganda, 1995 mandates parliament to enact law necessary for implementing policies and programmes aimed at redressing social, economic educational and other imbalances in society. Bearing in mind the plight of vulnerable persons, Article 32 of the Constitution of Republic of Uganda, 1995 provides for affirmative action in favour of marginalised groups. Such safeguards are intended to bring the vulnerable persons at the same level with the rest in the enjoyment and realisation of human rights. Objective VI of the National Objectives and Directive Principles of State Policy obliges the government to ensure fair representation of marginalised groups. It caters for the children, People with Disabilities and women as a special category of people who need special protection among others as highlighted below.

Orphans

An orphan is a child aged below 18 years who lost one or both parents. Uganda has an impressive legal framework for children's wellbeing. Article 34 of the Constitution of the Republic of Uganda 1995, provides that the law shall accord special protection to OVCs. The Children Act, the CRC and the African Charter on the Rights and Welfare of the Child (ACRWC), 1990 all put emphasis on special protection of children. Although much has been done by different institutions including the MGLSD as well as UNICEF, orphaned children remain extremely vulnerable.

According to the UNICEF statistics 2005, Uganda with a population of 31 million has an estimate of one million people infected with HIV/AIDS and total Orphan population of 2.3 million of which one million is due to HIV/AIDS (43%). These suffer multiple types of abuse by parents, relative and friends. The OVC suffer multiple types of abuse by parents, relative and friends. On the other hand they overstretch extended families and have enormous unmet needs. Many orphans drop out of the schools and thus do not access proper education, while others become street children, destitute and get in conflict with the law. Their psychological needs are often neglected, highlighting the need to have in place more specific programmes that will cater for this category of people while addressing the promotion of their human rights issues.

Street children

The problem of street children in Uganda has persisted for years and is said to be a result of a combination of social, economic and political factors. According to UNICEF, Uganda has an estimated 10,000 street children many of whom come from Karamoja, Teso and Northern Uganda.¹⁹

¹⁹ http://www.unicef.org/infobycountry/uganda_58936.html

Some of the reasons that have been cited to cause the street children problem in Uganda have included insecurity, harsh climatic conditions caused by drought or floods, food insecurity and child traffickers. The presence of street children on the streets of urban centres is a problem which calls for national attention. Street children are said to be what they are mainly because they are deprived of family care and protection. The complexity of family crises such as domestic violence, child abuse, divorce and family breakages, migrations, displacement and dislocations negatively impact on child care and protection leaving children extremely vulnerable. The fact that these children live on streets and on their own makes them susceptible to human rights violations and they are extremely vulnerable. Under this SIP, the UHRC foresees advocacy interventions in the areas of reintegration, resettlement and rehabilitation of such children so that they can get to enjoy their fundamental rights.

Persons with Disabilities (PWDs)

Disability is defined as permanent and substantial functional limitation of daily life activities caused by physical, mental or sensory impairment and environmental barriers resulting in limited participation. Under Objective XVI under National Objective and Directive Principles of State Policy, PWDs are recognised as a special group that needs special protection. Article 35 of the Constitution of Uganda 1995 provides that, *“persons with disabilities have a right to respect and human dignity and the state and society shall take appropriate measures to ensure that they realize their full mental and physical potential”*.

In view of the rights of the PWDs, the UHRC is concerned about issues that include but are not limited to their right to education, accessibility to other basic services and economic benefits. The UHRC recognises the fact that PWDs often suffer discrimination on the basis of disability. Societal attitudes towards PWDs need to be changed. According to the 2002 Population and Housing Census 4 percent (4%) of the population had some form of disability compared to about one percent (1%) in 1991. According to the 2002 census, all regions in Uganda had disability rates less than 5 percent with Northern Region having the highest of 4.4 percent (4%) while Western and Central Regions had the lowest rates of about 3 percent (3%). The district most affected by disability was Kitgum at about 8 percent while the least was Kotido at about one percent (1%). The international standard estimates that on average PWDs constitute about 10% of the total population of any given country especially in Africa.

Refugees

According to the United Nations High Commissioner for Refugees (UNHCR), Uganda is a haven for refugees from other areas in the Great Lakes region. As of June 2012, Uganda was hosting approximately 183,143 refugees and asylum seekers. Over the past ten years, there has been an influx of Sudanese and Congolese refugees on top of a substantial number of refugees hosted from countries like Rwanda, Somalia and Ethiopia. Under the current law and arrangements, the government is the ultimate authority responsible for all refugees in the country. However, as noted in the UHRC Annual Report of 2000 – 2002, refugees face a number of challenges which hamper the protection and promotion of their human rights. It was noted that these refugees suffer some form of discrimination, limited access to quality education and medical care, insecurity and have difficulty in obtaining identification papers, on top of being tortured.

It should be noted that these issues cannot be left to the government alone, but require concerted efforts by all key stakeholders in the human rights field, including the UHRC. It is therefore through this SIP that the UHRC will continue to give attention to the human rights concerns of refugees.



An elderly woman in need of help

Elderly

Under Objective VII of the National Objective and Directive Principles of State Policy, the government is required to make reasonable provision for the welfare and maintenance of the aged. However, this category of persons has been marginalized for long and the government has not established a clear policy or programmes to specifically address their welfare. Majority of them depend on their families for social protection and other needs. Majority face human rights challenges, more often becoming a burden to those that look after them.

Minority and Ethnic groups whose identity needs protection

These are a group of person whose identity is at stake. Article 36 of the Republic of Uganda Constitution 1995 provides that minorities have a right to participate in decision making and their views and interests shall be taken into account. Although Uganda has so many different ethnic groups, some are marginalised and their identity needs to be preserved. These include among others the Batwas from Bundibugyo. Their culture and peculiar issues affecting their rights and identity must be addressed. They need to be recognized in the society and their special needs should be met. They also need to be encouraged to participate in affairs of their community.²⁰ However, this can only be achieved through engagements with all concerned and advocacy for the rights of such people as well as putting in place legislation and administrative measures to enhance enjoyment of their rights.

Internally Displaced Persons (IDPs)

Following the over 20 years armed conflict in Northern Uganda, there was a rapid increase in the number of IDPs. Under the guise of protection, people mainly in Northern Uganda were confined in camps, which were characterised by deplorable conditions like lack of basic needs, poor living conditions, among others. Furthermore the conflict affected the economic life of the area. Although the final peace agreement has never been signed, the end of the armed conflict brought some peace and former IDPs have returned to their homes. Humanitarian assistance is being replaced by recovery and development interventions, and the population of IDPs has drastically reduced.

According to Guiding Principle 28 for IDPs, competent authorities have the primary duty and responsibility to establish conditions, as well as provide the means which allow internally displaced persons to return voluntarily, in safety and with dignity, to their homes or places of habitual residence, or to resettle voluntarily in another part of the country. It adds that such authorities shall endeavor to facilitate the reintegration of returned or resettled internally displaced persons.²¹ Furthermore Principle 28(2) stipulates that competent authorities have the duty and responsibility to assist returned and or resettled IDPs to recover to the extent possible, their property and possessions which they left behind or were disposed of upon their displacement. When recovery of such property and possessions is not possible, competent authorities shall provide or assist these persons in obtaining appropriate compensation or another form of just reparation.²²

²⁰ See UHRC's reports

²¹ OCHA, Guiding Principles on Internal Displacement at pg. 15

²² Ibid

Following the closure of its Gulu office in 2011, the UNHCR handed over its role of monitoring of durable solutions for former IDPs to UHRC. As a result, the UHRC now spearheads the Protection Sector Group (PSSG) which is a platform for Multi Sectoral Partners to discuss key protection issues namely: disaster situations, land/reintegration processes, camp phase out processes and durable solutions for internally displaced persons since internal displacement often results in the violation of economic, social and cultural rights as well as civil and political rights. However, there are still great challenges that hinder the attainment of durable solutions, like the failure to sign the peace agreement, increasing land disputes, the presence of EVIs in former camps without support, the reduced police presence that was made worse during elections when almost all were deployed in Kampala, and the high levels of poverty. These challenges call for increased coordination of the PSSG, advocacy for legal protection of the rights of former IDPs, social movement activities that can create public awareness about human rights, as well as alliances with key stakeholders in the human rights field to further the cause of human rights, especially among communities where the former IDPs are being resettled or reintegrated.

2.12 Inadequate focus on Economic, Social and Cultural Rights

Uganda is a signatory to the International Covenant on Economic, Social and Cultural Rights (ICESCR). Uganda has not yet signed and ratified the Optional Protocol on Economic Social and Cultural Rights. However, the Constitution of Uganda 1995 provides and recognises in its SECTION IV some economic, social, cultural rights as enforceable rights. The majority of the economic, social and cultural rights as outlined in the Covenant are merely highlighted in the Constitution as National Objectives and Principles of State Policy without enforceability mechanisms. Although the State recognises the Covenant under International Law it has not been domesticated into Ugandan law to give effect to its provisions in its entirety. Moreover, a constitutional amendment that created Article 8A enjoining Parliament to make laws to give full effect to the provision that “Uganda shall be governed based on principles of national interest and common good enshrined in the national objectives and directive principles of state policy” still remains without legislation to operationalise it. This notwithstanding, Ugandan Courts have adjudicated on some rights such as the right to a clean and healthy environment however there has been little or no reference to the Covenant when interpreting or enforcing relevant domestic legislation. Uganda has not made any Declarations or Reservations under the ICESCR.

The critical importance of economic, social and cultural rights cannot be underrated. This is because by their very nature the violation of economic, social and cultural rights has the potential to affect a vast number of people. The UHRC is mindful of this and has made the promotion and protection of economic, social and cultural rights as one of its key areas of concern for the next five years. This gradual shift has its roots in the historical context within which the UHRC was set up where priority was initially given to civil and political rights due to the nature of violations that needed to be addressed at the time. UHRC also recognises the need to focus on emerging human rights discourse and standards brought by developments in the increasing quest to attract foreign investment and the recent discovery of oil in Uganda.

Specifically, UHRC is concerned about:

- a) The recurrent challenges that have affected the realisation of the right to health. These include under funding, unavailability and inaccessibility of health services, inadequate remuneration and welfare, inadequate staffing levels, poor working conditions, inaccessibility of essential medicines, high incidences of communicable and non- communicable diseases, high maternal mortality rate, high child mortality rates, the escalation of the nodding disease and the prevalence of neglected tropical diseases.

- b) The right to education, in particular, compulsory universal education, inadequate funding to the sector, inadequate protection for those requiring special needs education, inaccessibility and unavailability of facilities and services, the poor remuneration of teachers among others.
- c) Labour rights and working conditions including minimum wage, health and safety at the work place, sexual harassment and physical abuse;
- d) Economic rights and the high unemployment levels especially of the youth and many graduates; human trafficking for slavery and forced labour;
- e) Land-related rights, including protection from evictions, land acquisitions; compensation; and resettlement by business entities;
- f) Environment-related rights, including pollution–right to clean and healthy environment; land degradation; and impact on climate or climate change;
- g) Extractive industry-related rights, including review of legislation and policies, corporate social responsibility, due diligence responsibility, access to information and protection in relation to compliance with human rights standards.
- h) The appalling housing situation in the country especially in the urban slums, compounded by inadequate national legal, policy and regulatory framework, and the complex land ownership that affects access to and ownership of housing among others.



Community members waiting for long hours to collect water from a borehole

UHRC will therefore continue to monitor, document and report on economic and social rights such as health, water education, housing, the right to a clean and healthy environment and workers rights. The discovery of oil in the Albertine Graben also increases the need for continuous monitoring, for it is likely to cause an increase in human rights violations related to loss of land due to unlawful evictions, environmental degradation, ethnic clashes, social tensions, cultural discontent, among others.

Business enterprises can contribute to the enjoyment of human rights through the creation of employment opportunities and the provision of

social amenities such as roads, schools, health centres, scholarships and research grants. However, many businesses make profits at the expense of the rights of employees whom they exploit, or the environment which they do not protect, or people whom they displace. In relentlessly pursuing the profit motive businesses may violate human rights directly or indirectly. Victims of corporate human rights abuses or serious environmental damage directly linked to activities of national business firms or multinational corporations, encounter major obstacles in accessing justice to seek redress. In addition, globalisation has made it more difficult for traditional human rights protection mechanisms to guarantee the respect for human rights by often powerful or influential private actors such as business enterprises. The UHRC is concerned about the plight of the victims of these human rights violations and recognises the need for business enterprises to practise meaningful corporate social responsibility. The UHRC is therefore committed to undertaking appropriate measures to enhance the promotion, protection and respect for human rights by businesses, and encouraging the state to protect the citizens against human rights violations by businesses as well as implement measures to redress such violations and bring violators to book.

2.13 Uganda Human Rights Commission Institutional Development Issues for the Promotion and protection of human rights in Uganda

UHRC's Institutional development issues range from inadequate numbers of tools, equipment like computers, filing cabinets, vehicles, Office accommodation, office furniture, plant machinery, operation and maintenance, funding shortages and the unresponsive staffing structures and establishments that affect the UHRC performance in the delivery of human rights service as detailed below.

Staff establishment, recruitment and retention

Currently the UHRC Staff establishment stands at 170 and this has been found insufficient in sustaining the growing UHRC operations. UHRC operates in a unique environment derived from factors such as the plurality of its population, its culture, political setting, social norms, economic considerations of Uganda and UHRC as an institution, the multiplying District political and administrative structures and the now emerging issues pertaining the discovery of oil and its likely consequences. All these call for structures that can accommodate the country- wide associated challenges in the quest to protect and promote human rights in the country.

As noted earlier, the UHRC is established under Article 51 to 58 of the Constitution of the Republic of Uganda 1995, while Sections 3,9,10 and 11 of the Uganda Human Rights Commission Act of 1997 lay down the basic foundation that enables UHRC to operate. In the current state of the establishment and salary structure, UHRC is not operating as efficiently and effectively as required by its mandate. This highlights an urgent need to review the UHRC establishment so as to operate to the public's expectations. The following further elucidates the need to review the UHRC establishment.

The size of the UHRC staffing has over time continued to be constrained in meeting the demands of an increasing population that continues to grow at a rate of 3.4% per year to its current estimated figure of 34,132,900 persons. The Local Government Districts increased from 82 in 2008 to 112 in July 2010. This increase in population and districts brings more human rights issues as a result of struggles for power and resources. If the UHRC does not take strategic actions in terms of expanding, attracting, retaining and building its human resources then it may not be able to fulfil its mandate effectively.

Further still, the UHRC staff structure in its present form is restrictive in terms of career progression and succession planning. Very experienced staff who stagnate at the same contract positions soon find their way out of the UHRC to its disadvantage. Due to the constraining structure, the UHRC has in the past and present utilised the services of over 70 volunteers. Volunteers are non-contracted and unsalaried staff who cannot be relied upon due to their temporary nature. Due to their continued expectations of one time having a substantial appointment with the UHRC, supervisory issues set in to the detriment of the UHRC. The revisions of the UHRC staff structure and establishment should take care of the need for staff to move up and at the same time prepared to take on higher roles, eliminating uncertainty about volunteer services.

Over the years, Government has been enhancing the salaries for Public Officers by 5%-35% and the UHRC staff have not benefited from this arrangement, yet they are also public officers. This includes the category of: among others: Scientists, Computer Scientists, Statisticians, Research Officers, Transport and Communications. To further expound on this issue, in the FY 2007/08 Government reviewed and increased the salaries of its lawyers by 100% because of the mass exodus that the Ministry of Justice and Constitutional Affairs (MoJCA), Director of Public Prosecution (DPP), and Attorney Generals chambers had continued to experience over the past. As a result a number of lawyers are seeking opportunities

in these bodies to the disadvantage of the losing agencies like the UHRC. Being a Quasi Judicial body, majority of UHRC technical staff are lawyers who need to be remunerated competitively if they are to stay. Eventually, UHRC has found it difficult to attract and retain especially lawyers, planners, human resource professionals, and other highly qualified relevant staff. UHRC has a strong collaborative network with international institutions and Governments that provide budget support funds for the promotion and protection of human rights in Uganda. However, most if not all funds are tagged on activities and therefore cannot be used to enhance staff salaries. There is therefore need for the Government of Uganda to address this challenge and enhance the salaries of UHRC staff so as to attract and retain adequate staff that can put to effective use the available funds for activity implementation.

Insufficient and lack of permanent Office accommodation

The UHRC Head Quarters offices though owned are not only inadequate but housed in dilapidated and condemned buildings that do not support a conducive working environment. The UHRC also lacks its own premises at all regional offices and continues to spend a lot of funds on rental charges. Currently the UHRC lacks land even if it was to construct its own regional offices. It is however anticipated that in the next five years, the UHRC will have acquired a permanent home for the headquarters and three premises for three regional offices.

Inadequate tools and equipment

Re-tooling UHRC Offices is a key area related to UHRC staff functionality. There exists inadequate range of office tools like furniture and fittings as well as equipment like motor-vehicles. The lack of such important tools of trade has on several occasions hampered the realisation of the UHRC set objectives as well as affecting the UHRC ability to absorb resources.

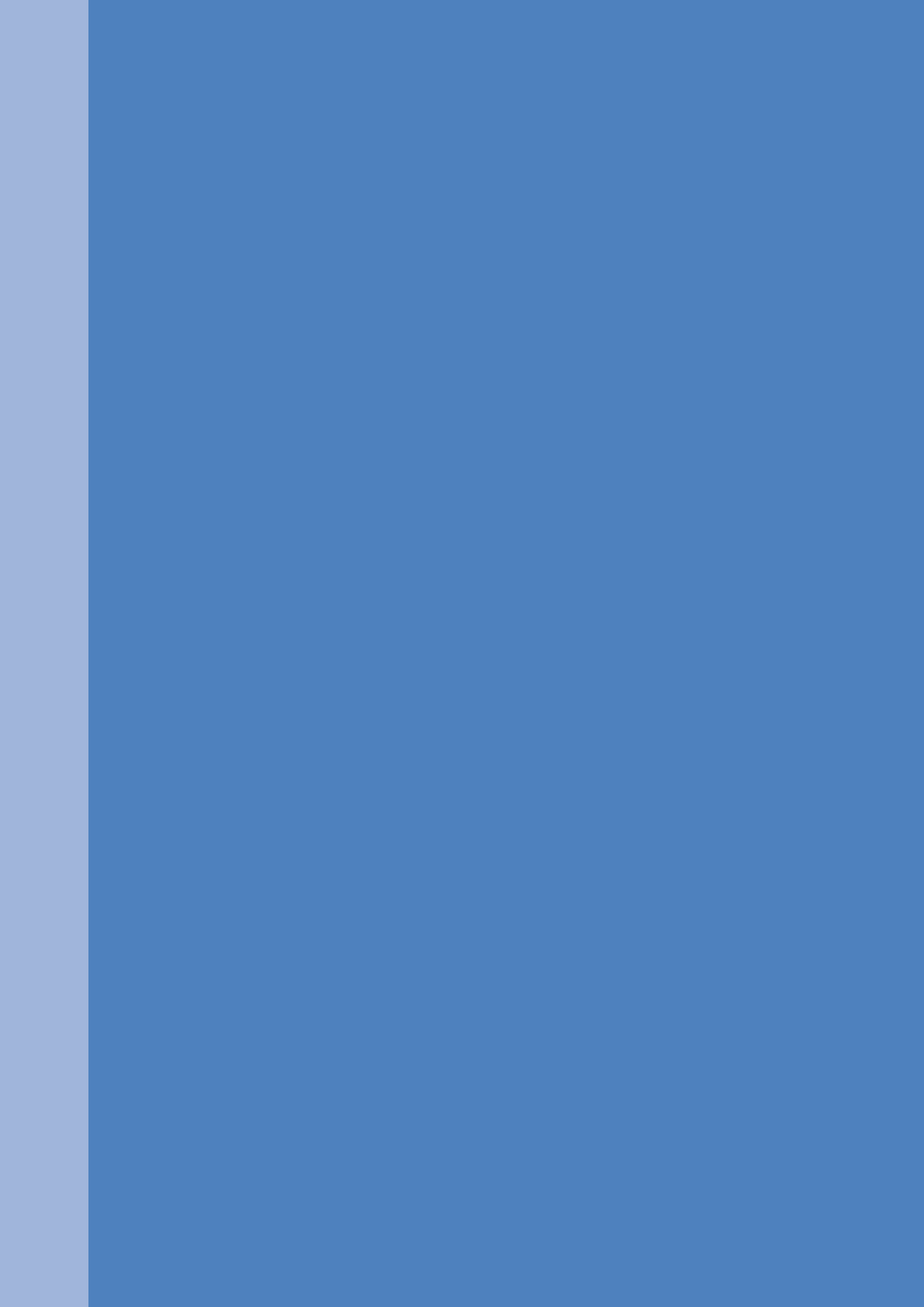
Finances

UHRC is still faced with a challenge of inadequate finances which has led to a high staff turnover, a constrained staff establishment and inadequate logistical support where one regional vehicle covers over ten districts on average. Though allocations for the wage bill, non-wage and development increased in FY 2010/2011, this is still inadequate to implement the current and proposed salary structure and allowances. This coupled with the late release of funds has hindered UHRC from effectively carrying out its core activities in fulfilment of its Constitutional mandate and effectively sustaining projects initiated by development partners.

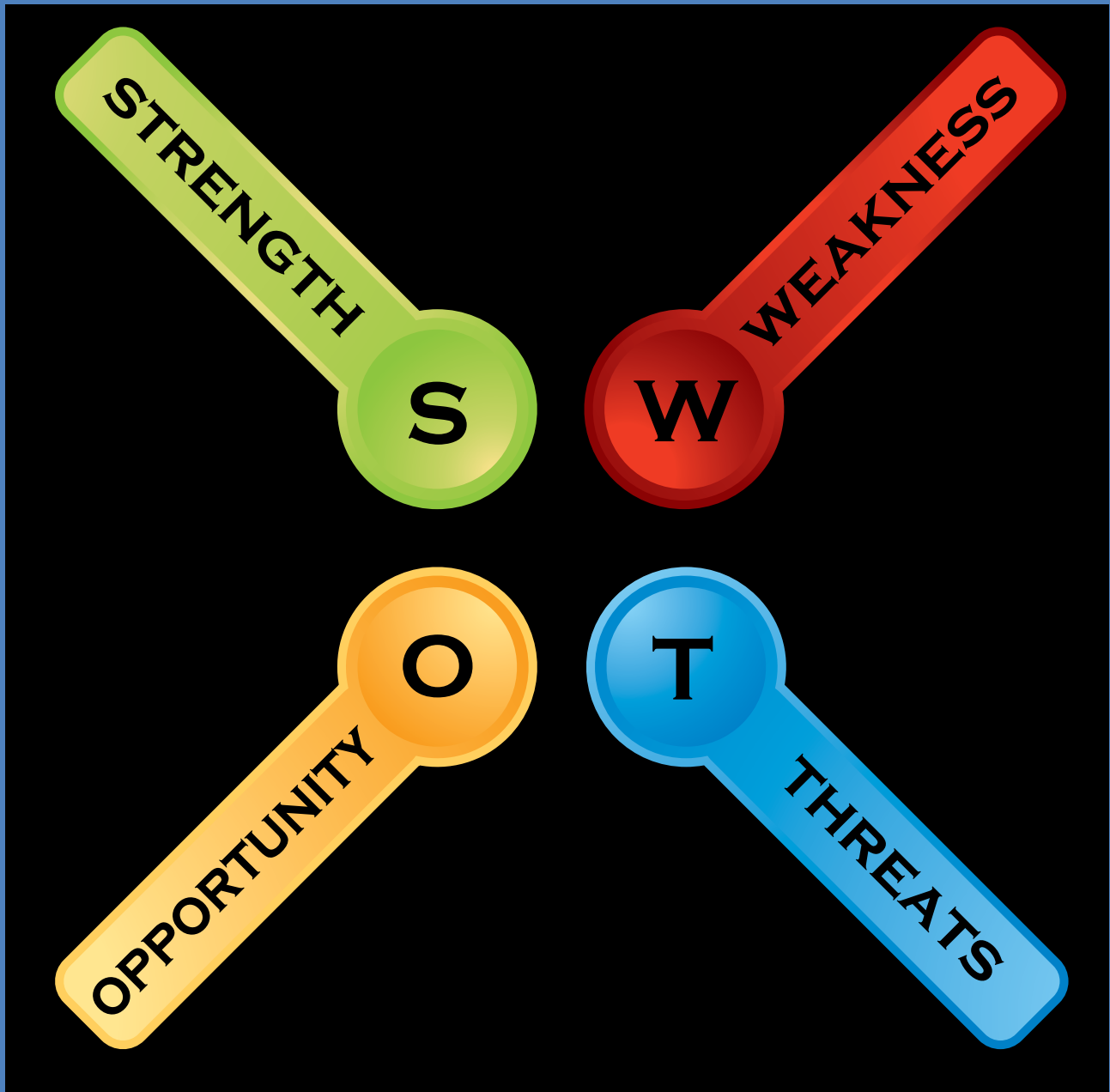
Slow rate at which the UHRC expands at regional levels

The UHRC has only nine regional offices in Gulu, Arua, Soroti, Jinja, Fort Portal, Mbarara, Masaka, Moroto, Central and Arua. Besides the UHRC has presence in the following field offices: Kaberamaido, Kapchorwa, Kotido, Nakapiriprit, Pader, Kitgum and Lira. The Commission is in preparatory stages to for the opening of field offices at Moyo, Hoima and Kampala. These offices are expected to serve all the 112 districts of Uganda. When UHRC was zoning out regional offices at the beginning, each regional office was in charge of fewer districts (minimum 3 and maximum 11). With the designation of additional districts, each regional office currently is in charge of several more districts (minimum 7 and maximum 17). The increase in the number of districts consequently raised the need for UHRC to spread out in equal measure. However, due to limited financial resources, the UHRC cannot keep up with the pace.

This has led to failure by the UHRC to adequately take its services at grassroots. It is however anticipated that in the next five years, under this SIP, the UHRC will open five new regional offices in addition to eight sub-regional offices.



Section **THREE**



SWOT Analysis

3.0 SWOT ANALYSIS:

In this SECTION, the UHRC uses the SWOT tool to evaluate its Strengths, Weaknesses, Opportunities and Threats of its business. The tool has been used to identify the UHRC's internal and external factors that are favourable and unfavourable to achieve its objectives

3.1 Strengths

The existence of the UHRC is guaranteed by the Constitution, which further provides for its independence in performance of its duties and not subjected to the direction or control of any person or authority is a strong safeguard.

The UHRC in the performance of its duties is not subjected to direction of any person or authority. This is strengthened by constitutional provisions for the UHRC to draw its finances from the consolidated fund as well as the process of removal of members of the UHRC which is similar to that of a judge of the High Court.

UHRC reports directly to the Parliament of Uganda and does not have to do so through a line ministry like some other government agencies. This eliminates the red tape and further safeguards its independence.

All UHRC services are rendered free of charge in order to enhance their accessibility by all people in Uganda including the poor and extremely vulnerable persons.

The UHRC is a corruption-free institution with a zero tolerance to corruption policy. This can also be confirmed by the fact that UHRC has never appeared in any of the Inspectorate of Government's reports on public institutions.

The Constitution empowers the UHRC under Article 53 (1) with powers of the court through which it can provide redress and remedy to the victims of human rights violations.

The UHRC is a credible and impartial in the dispensation of justice. This can be attested to by the UHRC tribunal that provides redress to the victims of human rights violations and operates without fear or favour. For instance, out of all the 625 decisions made by UHRC tribunals since its inception in 1997 only five (5) decisions have been appealed against, three of which were on the amount awarded and not on the substance of the decisions.

The UHRC often pronounces itself on controversial and/or pertinent human rights issues, which provide credible guidance to the process of addressing these issues.

UHRC has the technical expertise to among other things provide guidance to Parliament on the bills before Parliament to the extent that almost all recommendations are taken up; guide the reporting and preparation of state reports to international mechanisms; advise and make recommendations to the state on the situation of human rights.

The existing staff are highly skilled, dedicated, knowledgeable, qualified to further the human rights agenda and effectively implement the UHRC's mandate.

The UHRC has purposefully established a close working relationship with key stakeholders in the human rights field.

3.2 Weaknesses

Inadequate financial resources to fully implement the UHRC broad mandate. In order to achieve its objectives, UHRC requires additional funds totalling to Ug. Shs. 12,047,285,052 for the FY 2012/13 as follows: Wage required is Ug. Shs. 6,716,098,788 against budgeted estimates of Ug. Shs. 2,144,599,000 leaving a funding gap of Ug. Shs. 4,571,499,787. Non wage required is Ug. Shs. 6,597,632,316 against the Medium Term Expenditure Framework (MTEF) ceiling of Ug. Shs. 5,949,188,522 leaving a funding gap of Ug. Shs. 648,443,794. Government of Uganda (GOU) Development funds required is Ug. Shs. 1,043,000,000 against MTEF ceiling of Ug. Shs. 143,000,000 leaving a funding gap of Ug. Shs. 900,000,000

Inadequate human resource/ low staffing compared to the ever-increasing population. Staff establishment stands at 170 and this is insufficient in sustaining UHRC operations.

The UHRC does not own office premises save for the headquarters where the buildings are dilapidated. Consequently, the UHRC pays exorbitantly in rental fees and is constantly under threat of eviction.

The UHRC Act 1997 requires the UHRC to establish offices at district and other administrative levels fit for better performance of its functions. However, the UHRC has only 9 regional offices and 8 field offices at sub regional levels. The regions are constrained to effectively cover their geographical jurisdiction (Refer to map of Uganda showing location of regional offices)

The UHRC has never measured its developmental results (impact, outcome) as well as the relevance, effectiveness, efficiency of its interventions since inception.

The UHRC is constrained by the inadequate equipment and tools including vehicles, court recording equipment, Information Communication and Technology (ICT) equipment, furniture, library and documentation materials, etc

There is low technological use whereby manual systems still dominate the UHRC's operations in terms data collection, storage, processing, analysis, retrieval and dissemination. This is partly due to some level of inadequate capacity in ICT skills.

There is a backlog of cases at investigations and tribunal levels. The backlog is attributed to, among others: few members of the UHRC and inadequate staff.

3.3 Opportunities

The UHRC has a constitutional broad mandate that obliges it to tackle any human rights issue in the country. This gives UHRC a comparative advantage over other human rights actors whose mandate is limited to specific human rights issues.

Uganda has signed and ratified several regional and international human right instruments. By this, the State undertakes to promote, protect, respect and fulfil the obligations under the treaties and to submit reports on the measures undertaken to implement the rights recognized in these instruments. UHRC can therefore hold the state accountable on these obligations.

UHRC enjoys the existence, good will and support of key stakeholders in the delivery of human rights services complementary to the UHRC operations in furthering the cause of human rights agenda in the country.

There is a general appreciation of the importance of human rights as a country. For example, the ninth Parliament established a Standing Committee of Parliament on Human Rights. In addition, security agencies (UPDF, UPF, UPS, CMI, and ISO) have all established human rights desks in their institutions which are also functional.

The International recognition of the UHRC that is re-affirmed by the Class A status that was awarded by the International Coordination Committee (ICC). This has enhanced UHRC's credibility and image internationally.

Ongoing Ministry of Public Service (MoPS) review of the functioning of government Ministries, Departments and Agencies to enhance their efficiency and effectiveness. This will enable the UHRC to review its staffing structure, taking care of staffing numbers, succession planning, management development and career progression, as well as staff remuneration, mainstreaming internal communication and reporting lines through ICT enhancement.

3.4 Threats:

The increasing clashes between the citizens and security agents that always end up violent and are likely to cause more violations of human rights.

There is a general lack of knowledge and appreciation by the citizens of their duties and responsibilities as opposed to human rights. This has created serious potential for human rights violations.

The negative impact of globalisation on national human rights issues. For instance, the Arab spring, Sexual orientation issues, human trafficking issues have had spill over effects on Uganda. Certain human rights have been violated in the process of managing these external (global) developments.

Juridical limitations of handling violations beyond the Ugandan borders. Human rights violations involving foreign citizens or countries are ideally not handled by UHRC.

Delayed payments of UHRC Tribunal awards, for instance, since the inception of UHRC, only 24% of the cumulative total of Ug. Shs. 3.58 billion compensation has been met by the state as at 2011. Some of the cases were registered in 1997 and awards made in 2003.

The inability to have a single entity that coordinates civic education programmes in the country which has led to duplication and imbalances in coverage of interventions.

Delays and non- submission of mandatory reports to treaty bodies. Several of the treaty bodies in their general recommendations including the Committee on the Elimination of Racial discrimination (CERD), the CRC and the Committee against Torture (CAT) have pointed to delays by the Government in submitting reports. Some reports have taken more than 16 years to be submitted while others like the initial report to the Committee on Economic, Social and Cultural Rights (CESCR) **have never been submitted.**

Non-competitive remuneration of UHRC staff which negatively impacts on staff motivation and retention.

Section **FOUR**



Strategic Direction

4.0 STRATEGIC DIRECTION

Whereas no formal measurements of impact has so far been undertaken, there is incontrovertible evidence that through UHRC's work and continued engagement of the JLOS institutions, ministries, the Parliament, other government structures, civil society and the general public, considerable human rights knowledge has been received, some level of increased recognition and appreciation of human rights, among others. UHRC has analyzed the human rights issues at hand, its internal and external factors affecting the attainment of its objectives as well as building on its previous engagements with key stakeholders to predict the future as follows:

4.1 Vision

A society that respects human rights and fulfils civic obligations

4.2 Mission

To protect and promote fundamental Human Rights and freedoms in Uganda for sustainable development

4.3.1 Values and Principles

- 4.3.2 Integrity
- 4.3.3 Transparency
- 4.3.4 Accountability
- 4.3.5 Fairness
- 4.3.6 Dignity of the person
- 4.3.7 Independence
- 4.3.8 Professionalism
- 4.3.9 Non-discrimination

4.4 SIP Outcomes

These are drawn in line with the institutional mandates, the National Development Plan, the Constitution, regional and international country obligations:

- 1) Reduced incidences of violations of abuses of human, rights focusing on the following:
 - Reduced incidences of torture, cruel, inhuman and degrading treatment
 - Reduced incidences of child sacrifice.
 - Reduced violation of children's rights.
 - Reduced incidences of violations of women's rights
 - Enhanced observance of human rights in places of detention.
 - Reduced incidences of domestic violence
 - Reduced incidences of sexual and gender based violence
 - Reduced incidences of violations of vulnerable persons rights.
 - Reduced incidences of mob action
 - Deprivation of property
 - Improved observance of rights of vulnerable persons

- 2) Adequately Informed and empowered citizenry that participate in governance
- 3) Enhanced focus on economic, social and cultural rights with emphasis on the following:
 - Environment related rights,
 - Extractive Industries,
 - Labour rights,
 - Right to health,
 - Right to Education
 - Right to housing
 - Land-related rights
4. Improved state compliance with International, Regional and national human rights obligations
5. Strengthened UHRC systems and Institutional accountability

4.5 Strategies

In pursuit of its strategic direction, UHRC shall employ a number of strategies which in most cases are cross cutting. The specific interventions for the strategies are presented in the detailed Outcome/output matrix in section 5.1 and 5.2

Civic education and human rights awareness

Civic education is designed majorly to promote civic engagement and support democratic and participatory governance. The outcome of effective civic education should be an informed citizenry that is empowered to engage with the leadership, and the legal, policy and institutional frameworks for the enhancement of good governance.

In implementation of the Strategic Investment Plan, UHRC will among others implement civic education as a significant strategy to achieve its promotional mandate in fulfillment of its mission to protect and promote human rights. This is aimed at building a democratic society with citizens that exercise their rights and fulfill their obligations; that are willing and able to participate and engage meaningfully with legal, policy and institutional frameworks that guarantee the dignity of all human beings in Uganda. This will be implemented at three levels: awareness raising, advocacy and empowerment as well as skills development and the practice of democracy values.

Civic education for awareness raising: This will be aimed at enhancing citizens' knowledge, information and understanding of issues related to political systems, structure and functions of democratic institutions and processes, fundamental human rights and civic obligations. It is for imparting information regarding their roles in this framework as citizens; rights holders; the governed; the represented; the led on the one hand and the political and civic leaders; duty bearers; policy makers; governors; and representatives on the other hand; including information required for co-existence in a democratic society.

Civic education for skills development and the practice of democracy values: Civic skills refer to citizens' ability to analyse, evaluate, take and defend positions on public issues, and to use their knowledge to participate in civic and political processes as well as creation of citizen traits necessary for a democracy. This enables citizens to monitor government performance and mobilise others around particular issues as well as manifest certain attributes on which democracy and good governance thrive including tolerance, concern for the public good, civility, critical mindedness and willingness to listen, negotiate, and compromise. It results in the formation of citizens capable of democratic participation in public affairs.

Civic education for advocacy and empowerment: The goal is to create a positive change that goes beyond acquisition of knowledge and information for awareness. It creates motivation among citizens to cause or be part of the positive change. It promotes willingness and confidence to engage strongly in policy formulation, implementation and evaluation.

b) Mainstreaming human rights issues of vulnerable persons.

In all the outcomes of the SIP special consideration for protection of the rights of vulnerable persons shall be made. The process will involve determining the nature and magnitude of vulnerability in each of the outcomes in order to inform the interventions to be implemented.

c) The Human Rights Based Approach:

The Commission shall enhance the operationalisation of the Human Rights Based Approach (HRBA) principles and practices across all state and non-state institutions. The UHRC will promote and advocate for the streamlining of planning, implementation and evaluation processes consistent with the principles of equality and non-discrimination, participation, accountability, empowerment and rule of law. All efforts shall be made to ensure HRBA is entrenched in the operational systems of government and non-state institutions.

d) All rights are equal

Uganda Human Rights Commission will promote the Operationalisation and implementation of the 'All rights are equal' strategy in the execution of planned interventions. In the end, the citizenry will be made to acknowledge and appreciate that human rights are universal and non-discriminative; inalienable, indivisible and interdependent

e) Enhance strong partnerships and alliances with all key stakeholders in human rights.



Since inception, UHRC has been working with various stakeholders at the international, national, regional, district and community levels to fulfill its constitutional mandate. This was out of the appreciation that the human rights mandate was very wide and required the concerted efforts of several stakeholders operating at the different levels. UHRC regards partnerships and strategic alliances as a central part of its strategic direction and focus in fulfillment of its constitutional mandate. The Commission will therefore support the existence of a robust collaboration, coordination and communication system within UHRC and outside UHRC with JLOS Institutions, Development partners, government agencies, private sector, CSOs, media and the general public.

f) Promote gender equality

The UHRC will promote gender equality and the elimination of gender discrimination; and advocate for full participation of women in development which will result into an increased contribution by women towards economic, social and political development of the country.

The UHRC will promote the equal access to education, employment opportunities and adequate health care services. Further, the Commission will regularly monitor the state for its own commitments on gender equality

g) Enhance physical presence of UHRC regional offices and services.

In order to address the physical presence gaps at the community level, the UHRC proposes that twenty four (24) Branch Offices are opened countrywide in addition to the already existing nine (9) Branch Offices, in a sequenced manner over a period of the SIP bringing the number to 33 offices. This calls for a rigorous resource mobilisation drive from government and partners in the human rights field for infrastructural development and equipment.

h) Enhance UHRC's corporate image

The commission will invest in activities that promote its reputation before its wide clientele. A systematic branding, modern communication and information dissemination media coupled with use of social networks and branding are therefore seen as some of the interventions that will foster the UHRC image.

i) Resource mobilisation

The UHRC will engage Development Partners and Ministry of Finance, Planning and Economic Development to increase UHRC funding for the implementation of planned activities in this SIP. The Commission will also engage the MoPS on matters of UHRC staffing gaps, structure, and remuneration.

j) Enhance automation of UHRC business processes.

The UHRC will install a computerized complaint handling system to enable it monitor and follow up on each and every case brought before it, until the victim's right to a remedy and reparation has been obtained. Besides, the Commission will maintain an integrated online management information system that captures all its undertakings of non-financial nature. For the financial automation, the UHRC is among the government institutions that are on the online Integrated Financial Management Information System (IFMS) that monitors financial performance, among other aspects.

Section FIVE



Expected Accomplishments



5.0 EXPECTED ACCOMPLISHMENTS

This SECTION provides a five year programme of outputs to be delivered with corresponding specific activities required to contribute to the attainment of the outcomes. They are given in 2 parts. The first one deals with those that are general and crosscutting for all outcomes. The second part handles the interventions that are specific to a particular outcome and output.

5.1 STRATEGIC OUTPUT FRAMEWORK (2012/13 – 2016/17)- CROSS-CUTTING INTERVENTIONS	
Impact	a) Enhanced human rights observance and institutional accountability in service delivery.
Outcomes	- Reduced incidences of violations of abuses of human, rights focusing on the following: - Reduced incidences of torture, cruel, inhuman and degrading treatment - Reduced incidences of child sacrifice. - Reduced violation of children's rights. - Reduced incidences of violations of women's rights - Enhanced observance of human rights in places of detention. - Reduced incidences of domestic violence - Reduced incidences of sexual and gender based violence - Reduced incidences of violations of vulnerable persons rights. - Reduced incidences of mob action - Deprivation of property - Improved observance of rights of vulnerable persons - Adequately Informed and empowered citizenry that participate in governance - Enhanced focus on economic, social and cultural rights with emphasis on the following:²³ - Environment related rights, • Right to Education - Extractive Industries, • Right to housing - Labour rights, • Land-related rights - Right to health, - Improved state compliance with International, Regional and national human rights obligations - Strengthened UHRC systems and Institutional accountability

²³ With particular focus on health, business, Labour rights and working conditions; Land -related human rights; and Environment-related human right; Extractive industries-related human rights

Outcomes	Key Activities
1. Complaints Management Mechanisms	- Publicizing UHRC's mandate to handle human rights complaints - Receiving complaints on a regular basis on human rights violations - Conducting mobile complaints handling clinics - Developing an automated and rolling out of the user friendly databank on complaints of human rights violations - Review of the UHRC complaints handling manual - Annual workshop on complaints receipt, investigations and tribunal hearings - Conducting systemic investigations and publicizing findings - Conducting Public Hearings on selected human right violations and publicizing findings - Developing and operationalising a human rights investigations manual - Conducting expeditious investigations into UHRC- initiated and /or received complaints on all human rights violations - Developing a mechanism of tracing witnesses - Conducting mediations for specified complaints - Enforcing Consent Orders resulting from Mediation Memorandum of Understandings (MoUs) - Conducting conciliations for specified complaints - Popularizing ADR mechanisms - Conducting regular and circuit tribunal hearings - Publicizing summarized tribunal decisions through meetings, media and publications - Engaging the Attorney General's office on their obligation to ensure a speedy tribunal process - Undertake inspection, quality control & technical backstopping of regional offices - Hiring sign language interpreters - Procurement of court recording equipment - Developing a complaints referral system and tracking mechanisms - Developing a follow-up mechanism for referred complaints - Offering advice-Legal or otherwise-to complainants
2. Enhanced educational programmes on selected human rights	- Sensitizing the public about human rights through community barazas, media, and workshops - Producing and distributing of Information, Education and Communication (IEC) materials on selected human rights - Engaging key stakeholders - Researching and documenting issues of selected rights - Publishing and disseminating recommendations on the findings of the research on selected rights - Document and prepare a special report on the repealed laws arising out of court decisions and through litigation - Equipping library with books, periodicals and journals - Subscription to e-journal



3. Human rights compliant laws formulated and enacted by Parliament	• Review of bills (Hqs) and study of Ordinances/by-laws at the districts levels by the regional offices • Advocate for legislation that makes ECSR's justiciable • Advocate for ratification of human rights instruments • Advocate for domestication of ratified instruments
4.Effective reporting mechanisms	• Build capacity of institutions responsible for State reporting • Participate in international and regional reporting mechanisms including UPR, APM, African Commission on Human and People's rights etc • Participate in the formulation of the National Action Plan on Human Rights • Preparation of the Annual and Special Reports on the state of human rights in Uganda • Engagement with the Parliamentary Committee on human rights • Capacity building of the Parliamentary Committee on human rights
B.1.6 Enhanced Planning, budgeting , coordination , Execution, monitoring and evaluation	• Conduct an impact assessment on relevance, effectiveness, efficiency of UHRC interventions since inception • Conduct staff training in results based planning, budgeting, monitoring and evaluation _ managing for impact • Develop a monitoring and evaluation plan for UHRC • Train staff in gender and equity budgeting and conduct gender mainstreaming in all directorates • Develop a data management system for UHRC • Produce and publish quarterly/bi-annual and annual performance reports • Undertake periodic monitoring and evaluation

5.2 STRATEGIC OUTPUT FRAMEWORK (2012/13 – 2016/17)- SPECIFIC INTERVENTIONS FOR OUTCOMES			
A: Impact(s): Policy, legislation and regulatory framework Strengthened			
Outcomes	Output	Key Activities	
Legislative and regulatory environment for realization of national development objectives improved.	Support to the legislative and policy formulation processes with view of assessing their compliance with human rights standards	• Participate in existing international, regional and national mechanisms for protection of human rights • Advocate for the implementation of ratified international and regional human rights standards • Review the relevant tool kits , guidelines and manuals with a view of making them user friendly (Right to health tool kit, Complaints handling manual, Extractive industry, Review bills tabled before Parliament • Make recommendations in line with human rights compliance of Bills to the concerned authorities • Following-up the incorporation into law of the recommendations on the reviewed bills • Participate in the consultative processes of the conceptualization and development of bills where applicable • Provide lead technical guidance in the preparation of the National Action Plan on human rights • Review of the UHRC Act • Participation in the regional (East Africa) member states processes of formulating EA laws	

5.2 STRATEGIC OUTPUT FRAMEWORK (2012/13 – 2016/17)- SPECIFIC INTERVENTIONS FOR OUTCOMES

B: Impact: Improved access to JLOS services for all particularly the vulnerable

Outcomes	Output	Key Activities
B.1 Strengthened UHRC systems and Institutional accountability	B.1.1 Enhanced capacity of UHRC to deliver human rights services	• Staff recruited, oriented, inducted and placed • Re-tooling of UHRC offices with furniture & fittings & equipment like motor vehicle• policy on staff welfare and rewards implemented • Staff evaluated annually • Career development courses for members of staff undertaken • Performance enhancement trainings for staff • CNA and CBP conducted/reviewed • Annual UHRC Corporate staff Retreats conducted • Regional Inspections and technical back-stopping done • Review of the current salary structure of UHRC staff to ensure retention of the experienced and skilled employees • Conduct succession planning • Expand the structure and management of UHRC • Provide a vehicle to at least each region to run UHRC activities • Annual UHRC Corporate staff Retreat
	B.1.2 Financial records inspected and audited	• Carry out mandatory quarterly post auditing and daily pre-audits • Carry out mandatory quarterly inspection of books of accounts and mentoring of staff • Mandatory Compliance review of financial records by an external Audit firm
	B.1.3 Uganda Human Rights Commission services and visibility enhanced at regional and national levels	• New volunteers recruited, oriented and deployed • Field offices financed to perform UHRC functions • Procurement of land in all regions for construction of offices • Phased construction of regional offices and phasing out of renting • Undertaking quarterly oversight visits , supervision and quarterly performance meetings in all regional offices • Institutional Advertising through newspaper supplements, in-house newsletters, and UHRC staff identification jackets/vests

5.2 STRATEGIC OUTPUT FRAMEWORK (2012/13 – 2016/17)- SPECIFIC INTERVENTIONS FOR OUTCOMES			
B: Impact: Improved access to JLOS services for all particularly the vulnerable			
Outcomes	Output	Key Activities	
	B.1.4 Strategic alliance and partnerships with key stakeholders promoted	• Annual regional partnership stakeholders' meetings conducted • Conducting consultations for the review/rolling over of the Strategic Investment plan • Commission's strategic alliances with the media fraternity through informal media facility visits, informal interactions, media fellowships	
	B.1.5 Offices equipped with tools and equipment and servicing undertaken	• Procurement of vehicles • Internet, intranet connectivity to all regions and headquarters operationalised • procurement of domain control servers, server racks, firewall, routers • Provide quarterly technical support and routine inspection of the regional level computer and IT systems • Procure furniture and fittings • Stock libraries (headquarters and 9 regions) with reference materials and subscriptions to Uganda gazette and Online library • Technical support on management and administration of 9 regional libraries (in absence of librarians at that level)	
	B.1.6 Enhanced Planning, budgeting , coordination , Execution, monitoring and evaluation	• Conduct impact assessments on relevance, effectiveness, efficiency & impact of UHRC interventions (with a focus on field offices, training of security agents, community trainings, media campaigns & complaints handling etc) • Conduct staff training in results based planning, budgeting, monitoring and evaluation _ managing for impact • Develop a monitoring and evaluation plan for UHRC • Train staff in gender and equity budgeting and conduct gender mainstreaming in all directorates • Enhance capacity of staff in Impact evaluations; Results based M&E, qualitative and quantitative data analysis tools. • Develop a comprehensive data management system for UHRC • Produce and publish quarterly/bi-annual and annual performance reports • Undertake periodic monitoring and evaluation • Undertake data collection & research • Conduct mid-term and end of term review of the SIP	

5.3 STRATEGIC OUTPUT FRAMEWORK (2012/13 – 2016/17)- SPECIFIC INTERVENTIONS FOR OUTCOMES

C: Impact: Enhanced human rights observance and institutional accountability in service delivery.

Outcomes	Output	Key Activities
C.1 Reduced incidences of torture, cruel, inhuman and degrading treatment	C.1.1 State agents knowledgeable about the human rights laws and standards in the execution of their duties	• Advocating for the elimination of the bucket system • Liaising with the UPF and DPP to prosecute perpetrators of the violations of the right to freedom from torture, cruel, inhuman and degrading treatment • Monitor and publicize cases of torture • Offer legal services to victims of torture • Train human rights defenders • Advocate for the provision of necessary and adequate tools, logistics, welfare and training to enforcement units. • Advocate for strengthening the law on narcotics to reduce the crime rate • Training of law enforcement and security agents about the human rights laws, principles and standards including the top leadership • Hold regular round table meetings with heads of security agents
	C.1.2 Prohibition and Prevention of Torture Act popularised	• Disseminate Act to rights holders and duty bearers • Simplify and translate the PPTA • Conduct joint advocacy and enforcement activities with CSOs
C.2 Reduced incidences of child sacrifice.	C.2.1 Population sensitised on child sacrifice	• Sensitise traditional healers and herbalists about child sacrifice • Media programs on child sacrifice • Undertake barazas / meetings targeting cultural beliefs and child sacrifice • Conduct media programs on the Constitutional and other legal obligations of children • Advocacy campaigns against kidnapping and forced disappearance of children

C.3 Reduced incidences of Violation of Children's rights	C.3.1 children rights promoted and protected	• Conduct dialogue meetings with Parents, Teachers' Associations and Children Parliament • Conduct Community barazas • Conduct sensitization campaigns in places of worship (churches, mosques, etc) • Media programs for children rights • Advocate for construction and rehabilitation of child protection institutions as well as their registration and monitoring • Sensitise school children about their rights and obligations • Advocate for special protection (resettlement , reintegration and rehabilitation , resettlement) of street children • Advocacy with national and District/Municipal local governments planners and political leaders to increase resource allocations for the extremely vulnerable children
	C.3.2 Rights of the extremely vulnerable children protected and promoted (street children, exploited children, child labour, Children with disabilities, OVCs, child prostitutes, children living with single parents)	• Mobilize resources in collaboration with other health actors for intensified counselling services for the children living with HIV/AIDS • Mobilise resources for the provision of IGAs for the families of children with HIV/AIDS • Media programs on child prostitution • Advocate for resources to provide IGAs for the former child prostitutes • Sensitise community members (meeting local leaders, religious leaders , parents, etc) on the dangers of child prostitution • Support the UHRC children desk to handle matters relating to children. • Conduct needs assessment on issues of child rights • Capacity building for UHRC staff members to apply child friendly procedures and standards. • Solicit children's view on issues of child rights protection • Work with JLOS child justice duty bearers to ensure child friendly procedures and standards. • Create linkages with other state and non-state actors charged with the responsibility of handling child rights • Advocate for non-custodial sentences for expectant mothers and mothers with young children

C.4 Reduced incidences of violations of women's rights	C.4.1 Effective mechanism of receiving complaints on women's rights (maternity rights, rape of women in war, discrimination)	• Publicise UHRC's mandate to handle complaints of violations of women's rights • Mobilise and receive complaints on violations of women rights through mobile complaints handling clinics/mechanisms • Inspect work places with regard to respect of women's rights
	C.4.2 women's rights educational programmes enhanced	• Sensitize the public about women's rights through community barazas, media, and workshops • Produce and distribute IEC materials on women's rights, sexual violence, gender-based violence against women • Sensitize both women and men, boys and girls on women's rights, sexual violence, gender-based violence against women
	C.4.3 Legal and institutional framework on women's rights popularized	• Popularise laws and standards on women's rights through workshops, community barazas and media • Participate in existing international, regional and national mechanisms for protection of women's rights • Document issues of women's rights including women with disabilities • Conduct research on women's rights • Publish and disseminate recommendations on the findings of the research on women's rights • Disseminate concluding observations from the UN Committee on the Elimination of Discrimination Against Women (CEDAW)
C.5 Enhanced observance of human rights in places of detention.	C.5.1 Detention facilities monitored/inspected for compliance with the minimum human rights standards	• Inspect places of detention to ascertain the condition of inmates including congestion, access to health services, sanitation, labour, welfare, rehabilitation, access to information and education, visitations from relatives and security • Hold high level meetings with heads of security agencies, MGLSD, Ministry of Internal Affairs (MoIA) and MoJCA to discuss conditions of detention facilities. • Organise key stakeholders' meetings to discuss and communicate recommendations from inspections of places of detention. • Engage DCCs and JLOS for expeditious handling of human rights issues to expeditiously handle cases of detainees • Advocate for operationalisation of other alternatives to imprisonment including parole, community services, open prison and plea bargaining through • Sensitize inmates about the Constitution and human rights • Train of prisons' officers in human rights • Media campaigns on the rights of detainees

C.6 Reduced incidences domestic violence	C.6.1 domestic violence law popularized	• Conduct Media campaigns • Community sensitized through barazas • Engage Stakeholders in meetings and discussions on domestic violence
	C.6.2 Community provided with knowledge and information on negative Socio-cultural beliefs that do not respect human rights	• Sensitise cultural about domestic violence • Conduct Media campaigns • Mobilize men and women who face domestic violence to report such incidents
C.7 Reduced incidences of sexual and gender based violence	C.7.1. Female Genital Mutilation and early marriage laws popularized	• Conduct Media campaigns • Mobilise communities prone to FGM and early marriages through human rights community baraza • Engage Stakeholders in meetings
	C.7.2 Sexual violence cases monitored	• Advocate for medical examination to the victims of sexual violence • Advocate for placement and rehabilitation centres for rape victims and neglected resultant children
C.8 Reduced incidences of mob action	C.8.1 Community education on the Constitution and other laws relating to child sacrifice	• Popularize the Constitutional provision and laws related to the right to life, fair hearing, right to liberty, presumption of innocence through media campaigns, human rights baraza, IEC materials, drama shows, etc

C.9 Adequately Informed and empowered citizens that participate in governance	C.9.1 Enhanced Civic education	• Produce and disseminate standard documents Including: • The constitution to security agents, Local Council (LC) courts, LCIII leadership • Extracts of SECTION 3 and 4 of the Constitution about the duties of the citizens and translated into six (6) local languages • Civic education hand book • Revised civic education Resource Book and Facilitators' manual • Question and answer handbooks (FAQs) on specific human rights, duties and responsibilities of citizens in 6 languages • Regional Training of Trainers' (TOTs) workshops to train key stakeholders on civic education and disseminate the civic education handbook • Produce and distribute the quarterly "Your Rights" Magazine • Produce and show documentaries on selected human rights • Procure and operationalize specialised civic education film vans (fitted with loud speakers, etc) • Talking and speaking compounds in schools • Form and empower District human rights desks • Form and empower human rights clubs in schools • Organise drama shows • Training security agents
		• Media campaigns involving: • Weekly radio talk • DJ mentions • Spot messages • Local languages • TV spot messages • Newspaper advertorials
		• Customized civic education Promotional materials • Use of Billboards • Posters • Cards • Pocket files • Customized stationery (pens, A4 booklets) • Car and boda-boda stickers • Calendars • T-shirts to be distributed • Semi- Urban signs • Car spare tyre covers

	C.9.2 Civic engagement	• Dialogue with Parliament to mainstream civic education in curricula and local government funding mechanisms. • Regular dialogue at National and local government levels between political parties, opinion leaders, security organs, cultural leaders, media etc. on pertinent issues of democracy and governance. • Organise regional level public dialogue • Organise “think tanks” and public debates or lectures on topical issues • Develop framework with and guidelines for human rights clubs with MoES
	C.9.3 National Civic Education Policy	• Develop a concept note on NCEP by the working groups • Dialogue meetings with relevant committees of Parliament • Carrying out a validation meeting of the draft of the concept of the National Civic Education Policy.
	C.9.4 Human rights defenders rights promoted and protected	• Staff equipped with skills and tools to protect rights of human rights defenders • Establish a network for human rights defenders • Document activities of human rights defenders and challenges they face • Prepare special reports on human rights defenders’ plight
C.10 Reduced Incidences of deprivation of property by state agents (including denial of property rights, denial of acquisition of property rights and unlawful compulsory acquisition of property)	C.10.1 Laws and human rights standards on property rights popularized	• Simplify and disseminate laws and human rights standards on property rights • Use of media campaigns (radio, TVs, newspapers) to popularize laws and standards on property rights • Advocate for and provide technical support to the enactment of human rights compliant legislations relating to property rights

C.10 Reduced Incidences of deprivation of property by state agents (including denial of property rights, denial of acquisition of property rights and unlawful compulsory acquisition of property)	C.10.1 Laws and human rights standards on property rights popularized	• Simplify and disseminate laws and human rights standards on property rights • Use of media campaigns (radio, TVs, newspapers) to popularize laws and standards on property rights • Advocate for and provide technical support to the enactment of human rights compliant legislations relating to property rights
C.11.1 Respect for Human Rights by Business Enterprises promoted	C.11 Enhanced respect for Economic, Social and Cultural rights	• Popularize UN Guiding Principles on Business and Human Rights, which operationalised the Ruggie “Protect, Respect and Remedy” Framework, among government officials, business entities, journalists, civil society, workers, the general public, etc. • Engage with the government to promote greater awareness of the impact of business enterprises on realization of human rights, and the relevant State obligations with regard to the promotion and protection of human rights in the country; • Encourage corporations to publicly acknowledge the need to respect human rights in all their activities and at all times, and to take concrete steps to integrate respect for internationally recognized human rights in their business operations; • Work with international and civil society organizations like ILO, IOM etc which are concerned about issues of business and human rights; • Work with MGLSD to advocate for the full operationalization of the Industrial Court; • Build the capacity of key government institutions to effectively implement the provisions of laws and regulations relating to business enterprises, as well as those relating to rights of workers and environmental protection; • Engage the businesses to promote good human rights practices by business enterprises; and • Engage the Labour Unions, Consumer Associations and other organizations concerned with the rights and welfare of workers and consumers.

	C.11.2 Human Rights education ,awareness and research in the area of Business and Human Rights	• Conduct human rights education, outreach and sensitization with relevant stakeholders, including key Government, NGO and Corporate Officials, regarding the UN Framework and Guiding Principles on Business and Human Rights, and the Paris Principles Mandate of NHRIs to address business and human rights issues; • Sensitize company executives and other staff on the need to assess potential risks arising from human rights violations, in order to ensure the viability of their businesses; • Create awareness in society, CSOs, the media and academia on business and human rights; • Sensitize members of Human Rights Desks and Committees on Business and Human Rights; • Conduct research to assess impacts of business operations on realisation of the rights of workers and the larger community; • Create a database, newsletter and web page to share best practices between UHRC and other NHRIs on promotion and protection of human rights related to business operations; • Engage with the African Centre on Media Excellence to publish and highlight the findings on corporate human rights violations; • Provide guidance to business enterprises on how to integrate human rights into their day to day operations; • Translate relevant human rights literature into a language that business can relate to; and • Conducting programmes aimed at fostering a corporate culture of respect for human rights.
	C.11.3 Compliance with human rights by business entities monitored	• Advocate for policies, laws and regulations compelling business enterprises to respect human rights; • Advocate and advise government to introduce or strengthen national legislation and regulations that meet international best practices in preventing of human rights violations by business corporations, including labour rights; • Develop tools to help business entities understand the concept of human rights and incorporate respect for human rights in their daily activities • Encourage government for make Uganda become a member of voluntary initiatives like the Extractive Industries Transparency Initiative (EITI) and Voluntary Principles on Security and Human Rights, for accountability purposes; • Mapping of State institutions that UHRC can work with on business and human rights; • Develop guidelines for business enterprises to help guide them on their obligations in terms of due diligence and respect for human rights; • Develop guidelines on monitoring human rights situation in the corporate sector; • Monitoring and documenting violations of human rights by business firms operating in the country; • advocate for the establishment of meaningful minimum wage; • Review of bills that have implications in terms of human rights and business activities; • Develop guidelines on forceful evictions and displacements; • Review the National Human Rights Action Plan and relevant Programmes to ensure human rights based approach to business is included; • Interact with international and regional mechanisms to report and monitor the implementation of relevant human rights instruments and standards; • Produce Special Reports on topical issues related to business and human rights.



	C.11.4 Complaints management into business and human rights issues	• Review the UHRC Act/ mandate to make the Commission's role/ functions more explicit in dealing with human rights abuses by business entities; • Review of the Complaints Handling Procedures Manual to include handling of complaints about corporate human rights abuses; • Handle complaints related to corporate human rights abuse using UHRC quasi-judicial powers, including through tribunal hearings, conciliation, mediation and making recommendations or orders to improve the situation; • Conduct Public Enquiries and Systemic Investigations, with particular reference to indigent, vulnerable and marginalized groups affected by the actions of business corporations and the private sector; • Develop a database on the regulatory framework and remedies available within the country; • Work with all stakeholders to ensure that there is access to information on investment and business deals; • Monitor on-going practices of business entities using the UHRC Complaints Mechanism, and the outcome of complaints, public enquiries and systemic investigations; • Work closely with the judiciary to promote access to justice, and acting as friends of court (amicus curie) in public interest litigation cases; and • Referral of cases that the Commission can not handle to other relevant institutions and follow up of the cases. • Popularize laws and standards on workers' rights through workshops, community baraza and media • Participate in existing international, regional and national mechanisms for protection of workers' rights • Advocate for the operationalise of the Industrial Court through engaging the relevant authorities • Advocate for the implementation of ratified international and regional human rights standards relating to workers' rights
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	C.11. 5 Complaints management of the right to health	- Publicize the Commission's mandate and role of the Right to Health Unit to handle complaints of violations of health rights - Conduct mobile complaints handling clinics - Receive complaints on a regular basis on the violations of health rights - Develop an automated and user friendly databank on complaints of violations of health rights - Inspect health facilities with regard to the adherence to the highest attainable standard of physical and mental health - Conduct systemic investigations and publicizing findings on health rights - Conduct Public Hearings and publicizing findings on health rights - Conduct expeditious investigations into UHRC- initiated and /or received complaints on alleged violations of health rights - Conduct mediations for specified complaints of violations of health rights - Enforce Consent Orders resulting from Mediation MoUs of complaints of violations of health rights - Conduct conciliations for specified complaints of violations of health rights popularize Alternative Dispute Resolution mechanisms on complaints of violations of health rights through the media and discussions with complainants - Publicize tribunal decisions on violations of health rights through meetings, media and publications - Expose specified violators of health rights through naming and shaming - Develop a complaints referral system for specified complaints of violations of health rights - Develop a follow-up mechanism for referred complaints of violations of health rights - Provide advice-Legal or otherwise-to complainants - Follow up of cases on violations of health rights in mainstream courts of law
	C.11.6 Support to litigation processes in relation to health rights	
	C.11.7 health rights educational programmes enhanced	- Sensitize the public about health rights through community barazas, media, and workshops - Produce and distribute of IEC materials on health rights - Engage key stakeholders including MoH, Health Professionals, Medical Associations, NMS and herbalists on health rights - Research and document issues of health rights - Publish and disseminate recommendations on the findings of the research on health rights

		C.11.8 legal and institutional framework on health rights popularized	popularize laws and standards on health rights through workshops, community barazas and media
C.12 improved state compliance with International and Regional human rights obligations	C.12.1 enhanced Support to periodic and timely state reporting to treaty bodies and other reporting mechanisms	• Provide technical assistance to the Ministry of Foreign affairs and other partners in their process of compiling state reports • Monitor government compliance with deadlines of state reports on ratified human rights instruments • Compile observer reports for submission to Treaty Bodies and other reporting mechanisms • Participate in meetings of treaty bodies and other reporting mechanisms considering Uganda's state reports • Disseminate concluding observations and recommendations of treaty bodies and other mechanism on Uganda's state reporting • Advocate for ratification of relevant or specified international and regional human rights instruments • Recommend to Parliament on the state of human rights in the country based on international and regional human rights standards through annual and periodic reports • Advocate for implementation and enforcement of international and regional human rights standards ratified and domesticated by Uganda especially the Convention on the Rights of persons with disabilities (CRPD). • Disseminate recommendations from treaty bodies and other reporting mechanisms	

Section **FIVE**



Management of UHCR SIP

6.0 MANAGEMENT OF UHRC SIP

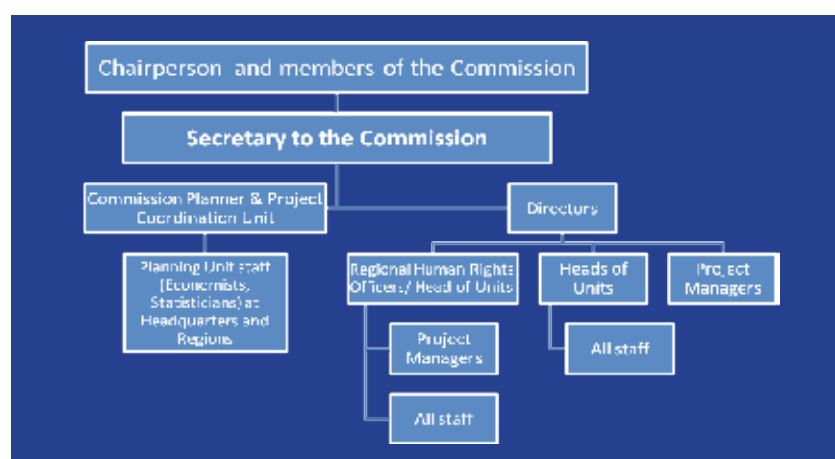
6.1 UHRC Management Structure

UHRC is headed by the Chairperson and Members of the Commission. The Constitution provides for the appointment of the Chairperson and at least three Members of UHRC. Currently there is a Chairperson and four Members of UHRC. The Chairperson and Members of UHRC are responsible for policy formulation and directing the affairs of UHRC.

The Uganda Human Rights Commission has a Secretary who is appointed by UHRC in consultation with the Public Service Commission upon such terms and conditions as may be determined by UHRC in consultation with the Public Service Commission and specified in the instrument of appointment. The UHRC Act required under section 9 that the terms and conditions of the Secretary shall not be less favorable than those of a Permanent Secretary. The Secretary is responsible for, among others, carrying out the policy decisions of UHRC and the day-to-day administration and management of the affairs of UHRC and the control of the other staff of UHRC.

UHRC is duty-bound to have such other officers and employees as may be necessary for the discharge of its functions. Therefore below UHRC Secretary in hierarchy are: Directors, Managers, Heads of Units, Regional Human Rights Officers and other members of staff. The Directors are responsible for supervising the implementation of policies, programmes and activities. In this regard, there are five Directorates of Complaints, Investigations and Legal Services; Research, Education and Documentation; Monitoring and Inspections; Regional Services; and Finance and Administration and Regional Services.

Figure 2: UHRC Planning, Budgeting and Management Structure



6.2 Members of UHRC

The primary function of the Members to UHRC is to lay out the policy framework that guides implementation of programmes and realisation of Commission targets and goals; and to preside over UHRC Tribunals. For purposes of this SIP, the Members of the UHRC will be responsible for approving the UHRC SIP for 2012/13-2016/17 and issuing policy direction for its implementation.

6.3 Management Committee

UHRC instituted a Management Committee which is the topmost administrative structure. Management Committee constitutes all Directors, heads of units/sections, Regional Human Rights Officers and Senior Accountants and chaired by the Secretary to UHRC. Management Committee shall receive on a monthly basis performance reports regarding this plan and corresponding budgets. The committee shall jointly lay strategies and remedies to ensure plan success on advice from the Technical Review Committee.

6.4 Technical Review Committee

It is proposed that for purposes of this Plan, a committee will be constituted at the head office composed of all Directors, the Planner and Senior Accountants and chaired by the Director Finance who will report to the Secretary to UHRC, who will in turn report to Management Committee. The Technical Review Committee will have a Secretariat in the Planning Unit. This committee will review on a monthly basis, in any case not later than the 15th day of every beginning of the month, the progress of the Plan and budget. The Committee shall provide direction and guidance to the Management Committee on all matters of performance of the Plan. This Committee shall make recommendations in relation to poor performance of any directorate, section or unit. It shall receive performance reports from individual budget holders on a monthly basis. The Secretary, being the accounting officer and overall Director, shall be responsible for the success of the Plan and such ensure effective and efficient Plan implementation and smooth flow of activities. This Committee shall report and update the bigger Management Committee meeting on the implementation of the Plan. Individual Directors shall be responsible for the development and generation of monthly reports for discussion by the Technical Review Committee. Specifically, the Technical Review meeting shall:

- a. Report to the Technical/Management Committee chaired by the Secretary
- b. Prepare and communicate in a timely manner the budget call circular to all members of UHRC
- c. Follow the Budget cycle and to regularly inform the Secretary and Management Committee of the budgeting and budget process
- d. Receive, analyze and integrate all plans, work plans, budgets , BFPs and reports from different Commission Directorates and Regional Offices
- e. Timely preparation of annual work plans for submission to the Management Committee for discussion
- f. Undertake monthly budget monitoring and analysis to ensure that all votes are not exceeded and prepare reports upon which the Director FAD shall cause Supplementary budget requests, where necessary, to Secretary and later to UHRC for recommendation of approval by the Donors and/or MoFPED
- g. Prepare special Budget performance reports as may be required by UHRC, Donors and Government in addition to monthly, quarterly and annual financial reports prepared by the Director FAD.
- h. Liaise with donors, development partners and Government on all matters of financial assistance to UHRC and in so doing receive from Directorates, synthesize and recommend concept papers, and special financial requests.

6.5 Coordination and direction

Coordination and direction is an important aspect in the success of plans, projects, programs and activities. It is therefore of paramount importance that a permanent Coordination Unit for the Plan and budget be mapped out. In this regard therefore, the Planning Unit shall provide coordination of all activities and projects envisaged in this plan and as such shall ensure effective implementation, timely Monitoring and evaluation of project successes and failures. Specifically, the Planning Unit shall:

- a) Provide the link on policies , strategies and projects matters with other directorates to ensure timely feedback to the Technical Review Committee and Management Committee
- b) Provide guidance and support to all members of staff in the preparation and submission of submission of annual/quarterly work-plans and budgets
- c) Receive from the Directors and Project Managers for consolidation of Annual/quarterly work plans, budgets and reports for submission to relevant institutions.
- d) Follow up with the Procurement Management Unit of all such macro-procurements that may impact on the Plan / budget successes.
- e) Provide an overall liaison and secretariat capability for the implementation of the Plan and budget

6.6 Plan/Budget Implementation levels

UHRC has established structures at regional levels where most of the activities of this plan are to be implemented. However, at the headquarters some activities are also implemented. For increased efficiency and effectiveness in service delivery, heads of units or directors shall have monthly meetings at the level of implementation to track progress of the plan. It is also the responsibility of the head/director to prepare quarterly and annual reports and review them before being submitted to the Technical Review Committee. It is also the responsibility of the implementing head to ensure preparation and submission of financial records for review by the Technical Review Committee Senior Accountants.

6.7 Financing the Plan

The UHRC SIP has a lifespan of 5 years. It will be operationalised through three (3) year rolling budgets consistent with the Medium Term Expenditure Frameworks of Government and Development Partners' Letters of Undertakings. Specifically, the plan shall be financed through the following funding vessels:

GoU Recurrent Budget

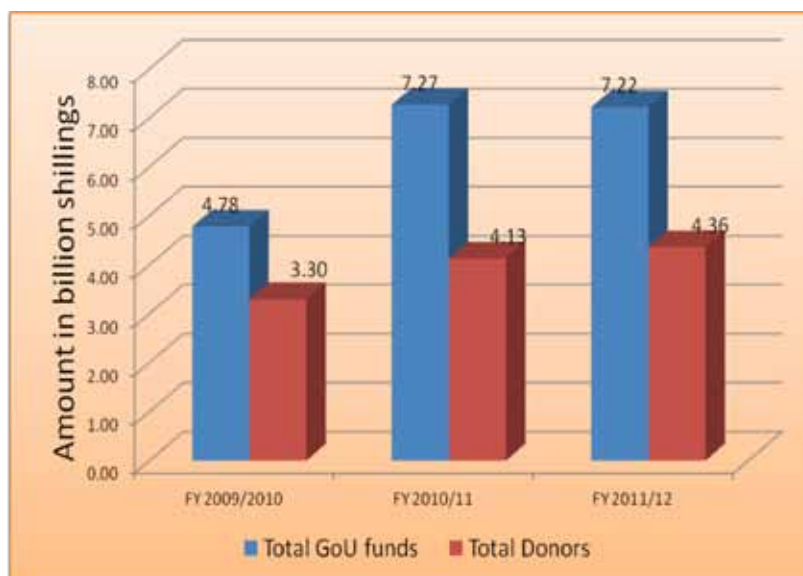
This vessel provides resources for both wages and non- wages. The Recurrent non-wage funds are is mainly meant for day to day expenses of the Commission such as rent, allowances, utilities, statutory deductions (NSSF, PAYE,) etc. It also finances a few activities.

GoU Development Budget

The Development budget is meant for capital investments and expenditure of the Commission. This includes procurement of vehicles, specialized office equipment, procurement of land, constructions, etc

All combined, the funds received by the Commission since FY 2009/2010 from the Government of Uganda have increased from Shs. 4.78 billion to Shs. 7.27 billion in FY 2010/11 but slightly reduced to Shs. 7.22 billion in FY 2011/12. In all the years, the contribution of development partners was more than 50% of the total budget, which explains the magnitude of support by the donors in the protection and promotion of human rights in the country.

Figure: Comparison of UHRC and Donor total budgets



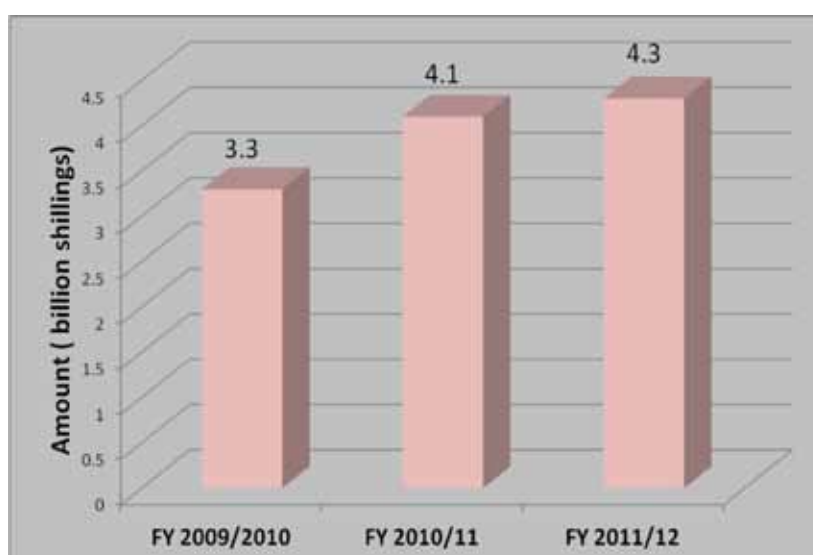
Justice Law and Order Sector SWAP resource financing

The JLOS Sector Wide Approach financing is meant to finance critical capital expenditure financing gaps identified during the sector wide planning and budgeting processes. Investments in this area are those that have a direct contribution to the sector's objectives. Of recent, the Commission's share of these resources has increased mainly because of increased focus on enhancing human rights and accountability across all JLOS institutions.

Donor support

Donor funding to the Commission is in the form of projects or budget support arrangements. Total financial support from development partners has increased from 3.3 billion in FY 2009/2010 to 4.1 billion in FY 2010/2011 to 4.3 billion in FY 2011/12

Development Partners Financial support from FY 2009/2010-2011/12



Medium Term Expenditure Framework Budget Projections

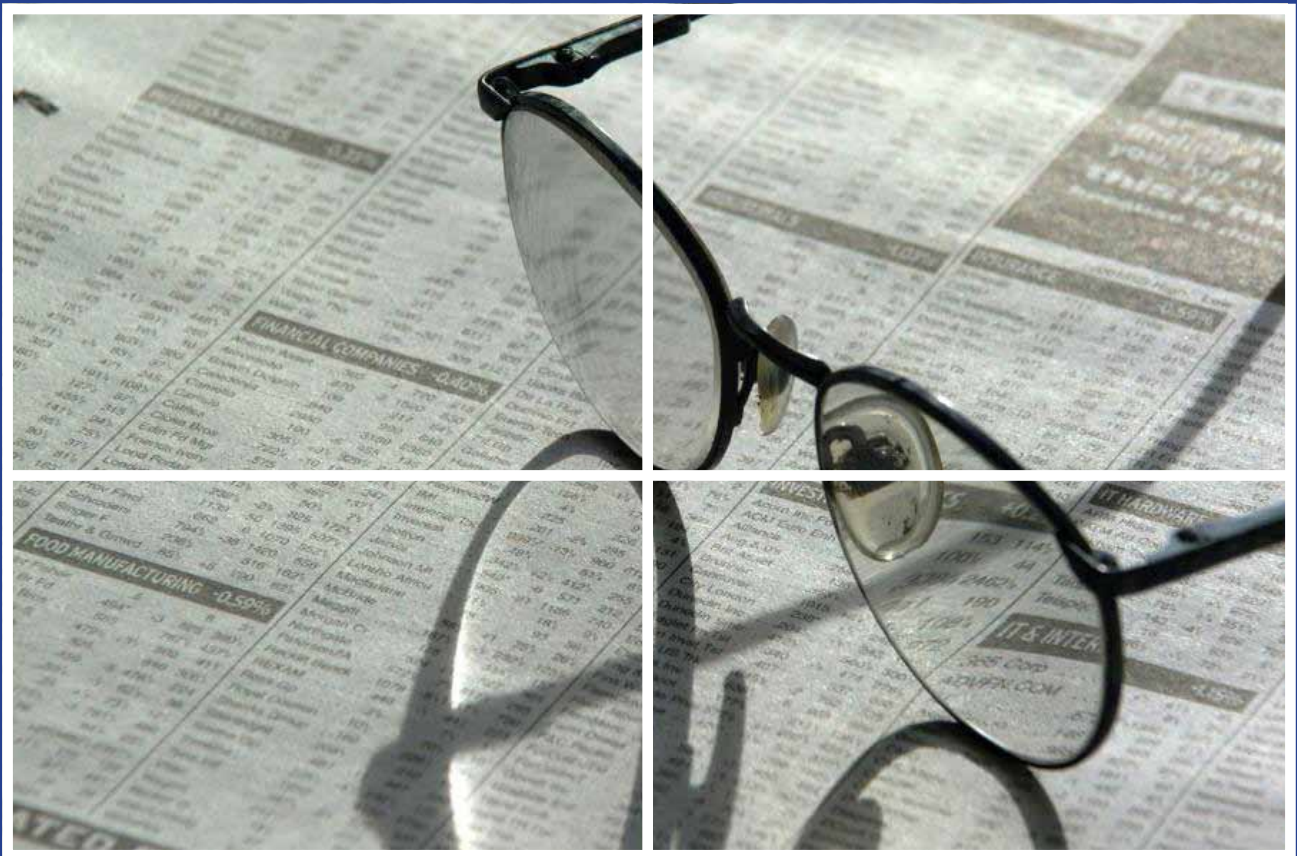
(i) Excluding Arrears, Taxes	2010/11 Outturn	2011/12 Approved Budget Releases		MTEF Budget Projections		
				2012/13	2013/14	2014/15
Wage	1.968	2.145	1.572	2.145	2.316	2.724
Recurrent Non Wage	2.797	2.969	2.165	5.949	6.128	6.863
GoU	1.829	2.277	1.083	0.143	0.150	0.168
Development Donor	0.722	1.413	0.000	2.468	7.465	7.759
GoU Total	6.544	7.390	4.821	8.236	8.594	9.755
Total GoU + Donor (MTEF)	7.266	8.803	4.821	10.704	16.058	17.514
(ii) Arrears	0.000	0.000	0.000	0.000	N/A	N/A
and Taxes Taxes**	0.050	0.100	0.067	0.100	N/A	N/A
Total Budget	7.316	8.903	4.887	10.804	N/A	N/A

Source: UHRC Output Budgeting Tool 3rd quarter update for preparation of Budget Framework Papers, FY 2012/13

6.8 SIP Review Mechanisms

The Plan will be reviewed annually using a participatory bottom-up process and will be informed by the semi-annual and annual performance reviews as well. Subsidiary projects under this plan will be reviewed through internal systems and mechanisms. Satisfaction surveys will also be conducted to enable citizens to feedback to the Commission on the level and quality of services they are receiving.

Section **SEVEN**



Monitoring and Evaluation

7.0 MONITORING AND EVALUATION

7.1 Introduction

Monitoring and evaluation of planned programs focuses on determining conformity to stipulated guidelines, standards, efficiency, effectiveness, impact, sustainability and relevance to the public. Currently, and quite challenging there are different monitoring interventions which are loosely interlinked. There is no centralised system where information generated from the various monitoring and evaluation undertakings are located for easy storage and retrievals by interested stakeholders. The Planning Unit therefore shall be the centre for data storage and retrieval of information generated from the line directorates.

In order to monitor progress towards attainment of stated goals and ensure successful implementation of activities, UHRC has to develop a sound M&E system and framework. The UHRC log-frame contained in this Section provides the basic information for the M&E framework with indicators that provide the essential tools for carrying out the M&E activities. It should be noted from the outset that Results planning, monitoring and evaluation are required at all levels from plan formulation to implementation. Performance indicators have therefore been designed for monitoring impacts, outcomes and outcomes. However, a detailed Monitoring and evaluation Plan will be developed to clearly articulate among others: performance result areas both for process and developmental results areas, the corresponding indicators, how they will be measured, the frequency of measurement, the responsibility centres, data collection methods

The system of results monitoring and evaluation which has been adopted shall be based on minimal indicators that can be tracked but adequate to give key signals about performance of the entire Institutional plan. It emphasizes what has been achieved over what was done. It is what shall be used to monitor and evaluate the successes and failures of implementing the plan and its effectiveness in achieving the desired objectives. It is based on the principle of reverse-engineering which is about working with the end in mind. It is about engineering from the end and working backwards from the change objective to the activities. Once the change objective (the ‘what’) is identified, the ‘how’ (approach/methodology/activities) of achieving it is then put in place. This is critical because previously UHRC was focusing on activities hoping that they will cumulatively add up to some desired change.

There shall be a noticeable linkage between the M&E function and Results-based planning and the two shall re-enforce each other. Through the M&E function UHRC shall determine the variation between actual performance and desired performance targets during implementation. Further, evaluative studies shall be undertaken to understand the cause of the observed variation; and if the variation negatively affects the achievement of the desired target level, enable provide decision makers with alternative options in order to close the performance gap. The findings of the M&E processes shall be used for re-planning and budget reviews. The monitoring and evaluation system will constantly carry out tests to ensure relevancy sufficiency, efficiency and effectiveness.



A woman resident of Cwero Trading Centre, Gulu explaining a point to a team of UHRC officials during an M&E exercise 2012

The performance of UHRC M&E system shall depend on its capacity to generate accurate and timely data, convert these data into information to guide planning and decision making. The value of M&E essentially comes from using this information to improve performance. This M&E system will ultimately derive its value not from availability of accurate data, per se, but also from the way in which it is used to improve the quality of decision-making at all levels. The strategic value of having a sound M&E system is threefold: to support planning, program management and support evidence-based accountability to the key stakeholders including the general public.

Within UHRC, Monitoring and evaluation of the plan shall be undertaken by the Planning Unit. The unit shall produce regular reports as part of its plan implementation and monitoring role. The monitoring reports shall fit in the quarterly JLOS, OPM and MoFPED reporting framework.

UHRC shall enhance the capacity of staff responsible for the implementation of planned interventions in order to have strong M&E systems. The development of the M&E capacity within UHRC will require continuous cooperation and involvement of all strategic stakeholders. M&E shall be useful when efforts are not segmented and competing against each other, but when there is better coordination that will be built on a learning basis for performance improvement. This Plan will support these efforts and all stakeholders are expected to support this approach.

The Plan will progressively benefit from further reviews and inputs from a wider range of stakeholders in the human rights arena. It will be updated as the need arises depending on ongoing policy, structural or regulatory reforms. Such updates will be undertaken within the overall context of the Justice Law and Order Sector, the National development Plan regional and International commitments.

7.2 Monitoring tools

Four monitoring tools have been developed to track both physical and financial performance from different sources of funding mechanisms. This will solve the problem of having multiple reporting systems for different funding agencies.

1. Activity monitoring tool (Monthly)

The activity reporting tool shall be used to track progress on activities on a monthly basis. At this level, there are several micro Indicators (both quantitative and qualitative); most of which capture operational rather than strategic performance.

Tool 1: Activity monitoring tool (processes)

Planned						Progress / Achievement made in month/quarter					Comments	
Key Result Area (Impact)	Planned Activity (What had we planned to do?)	Budget (000) How much money had we planned to spend from different sources)				Actual Activity under taken (What did we do?)	Actual expenditure (000) (How much money had we spent from different sources?)				Deviation from plan and budget (variance i.e. positive or negative)	Lessons Learnt
		GoU	JLOS	DGF	Others (Specify)		GoU	JLOS	DGF	Others (Specify)		
Enhanced human rights observance and institutional accountability in service delivery.	Activity 1											
	Activity 2											
	Activity 3											
	Activity etc											
	Activity 1											
	Activity 2											
	Activity 3											
	Activity etc											

2: Output monitoring tool

After the end of each quarter, an output tracking tool shall be filled to link outputs realized against plan and the resources utilised. This tool will monitor outputs or activities and answer the question 'What services or goods did UHRC produce?' Similarly, at this level, indicators are more operational than strategic in nature. That is, if there is an over/under-performance, this can largely be accounted for by the implementing directorate/unit rather than the entire institutional environment.

Tool 2: Quarterly Output monitoring tool

Planned						Actual Outputs (what happened? Use output indicators)	Progress / Achievement made in month/quarter				Deviation from plan and budget (variance i.e. positive or negative)	Lessons Learnt
Key Result Area	target Output (What UHRC expected to happen? Use output indicator targets)- state what was expected to happen	Budget (000) How much money had we planned to spend from different sources)					Actual expenditure (000) (How much money had we spent from different sources?)					
		GoU	JLOS	DGF	Others (Specify)		GoU	JLOS	DGF	Others (Specify)		
Enhanced human rights observance and institutional accountability in service delivery.	Output 1											
	Output 2											
Improved access to JLOS services for all particularly the vulnerable	Output 1											
	Output 2											

3. Semi-Annual Monitoring tool

A semi-annual monitoring and reporting tool has also been designed. It is about how UHRC directorates and Regional Offices in general and all implementing offices have influenced its environment for change. It asks the questions: ‘What happened?’ or how did the different interventions respond to programme outputs/activities rolled out every month for the last six months? Focus will be on tracking primarily the change in the output indicators over the past 6 months cumulative as well as any noticeable change in the outcome indicators.

Tool 3: Semi Annual Monitoring tool²⁴ (on cumulative outputs)

Planned						Progress / Achievement made in quarter					Comments	
Key Result Area	Planned target Output (What UHRC expected to happen? Use output indicator targets)- state what was expected to happen	Budget (000) How much money had we planned to spend from different sources)				Actual expenditure (000) (How much money had we spent from different sources?)					Deviation from plan and budget (variance i.e. positive or negative)	Lessons Learnt
						Actual Outputs (what happened? Use output indicators)	GoU	JLOS	DGF	Others (Specify)		
Enhanced human rights observance and institutional accountability in service delivery.	Output 1											
	Output 2											
Improved access to JLOS services for all particularly the vulnerable	Output 1											
	Output 2											

4. Annual Monitoring tool

An annual Performance monitoring tool has to be filled at the end of the financial year. The tool begins by documenting the sum total of four quarters of activities and outputs. It then moves to ask the following question: do these outputs cumulate into some form of change? The response to this question is what is documented in the tool as ‘what changed’. A deviation is then generated against the change/outcome indicators and rationalised with the help of the budget variance.

Further, other questions are also asked: Were the lessons learnt in the 12 months of activities and outputs fed back into programming and re-programming? If yes, what were the results? If no, how adverse were the issues and did they affect the programmes? Are there any recurrent lessons between the monitoring phases? What are they and how ‘structural’ are their causes? This question tests the effectiveness of the feed-back mechanism. If lessons are recurrent, it means we are either not learning, or we have misdiagnosed the problem²⁵. The process of self-evaluation will tell us where we stand on this and appropriate action taken.

²⁴ Same tool in structure as that of quarterly output monitoring tool but in the semi -annual you accumulate physical and financial progress

²⁵ There could be many other reasons for this, and the self-evaluation process should add to this list.

Tool 5: Annual Monitoring tool (on impacts and outcomes)

Planned						Progress / Achievement made in the financial year ²⁶					Comments	
Key Result Area (Impact)	What had UHRC expected to change? Planned outcome targets	Budget (000) How much money had we planned to spend from different sources)				What changed? Realized outcomes	Actual expenditure (000) (How much money had we spent from different sources?)				Devia- tion from plan and budget (variance i.e. positive or nega- tive)	Lessons Learnt
		GoU	JLOS	DGF	Others (Specify)		GoU	JLOS	DGF	Others (Specify)		
Enhanced human rights observance and institu- tional account- ability in service delivery.	Outcome 1											
	Outcome 2											
	Outcome etc											
Improved access to JLOS services for all particu- larly the vulnerable	Outcome 1											
	Outcome 2											
	Outcome etc											

7.3 Narrative reports

For all the monitoring tools filled, a detailed descriptive report of the performance of activities, outputs, outcomes and impacts should be prepared. Narrative reports explain the performance of an institution beyond the figures. The information included in these reports may be: observable behavioural changes, gender disaggregated information, region/specific emerging issues, issues for follow ups, etc

7.4 Reporting timelines

To have a functional and useful M&E system, the following reporting timelines should be adhered to.

²⁶ Cumulative expenditure from all sources for each key result should be given

Deadlines for reports preparation and submission

Report	Frequency of reporting	Deadline for submission from implementing directorates/units to the Monitoring and evaluation Unit (Planning Unit)	Deadline for Meeting of the Technical Review Committee dates	Deadlines for Meeting of Management Committee	Deadline for submission to line UHRC, ministries (OPM, MoFPED, MoJCA), Development Partners		
					Commission	Line ministries	Development partners
Activity report	Monthly	5th of every month	8th of every month	10th of every month	15th of every month	Not applicable	Not applicable
Quarterly output reports	Quarterly	Every 5th of October, January, April, July	Every 8th of October, January, April, July	Every 10th of October, January, April, July	Every 15th of October, January, April, July	Every 15th of October, January, April, July	Depends on donor agreements
Semi-Annual monitoring reports	Half- yearly	Every 5th of January and July	Every 8th of January and July	Every 10th of January and July	Every 15th of January and July	Every 15th of January and July	Every 30th of January and July
Annual performance report	Annually	Every 5th of July	Every 8th of July	Every 10th of July	Every 15th of July	Every 15th of July	Every 15th of August

7.5 Rewards and Sanctions

The Secretary shall employ the MoPS rewards and sanctions guidelines, as appropriate, to ensure full compliance by the respective implementers of programs, projects and activities with the reporting timelines. It is the responsibility of each implementer to maintain a high level of quality of reports (both narrative and tabulated) submitted.

7.6 Data bank

It is the responsibility of the Planning Unit to put in place and maintain a sound data bank regarding the cumulative performance of UHRC. The unit shall update all stakeholders on the trends in performance on impacts, outcomes and outputs.

Key Data Sources:

The Planning Unit will utilise existing and improved data sources including quarterly, semi- annual and annual reports, administrative data, national data sources, and national and international surveys, the UBOS National Service Delivery Surveys (NSDS), as well as research based and CSOs. The Unit will undertake surveys to specifically establish baseline information on the indicators every two years as a follow-up on progress. The Unit will also enhance linkages and draw synergy from the existing national monitoring framework and systems for instance the Annual State of human rights report, the Annual Crime report, National Integrated Monitoring and Evaluation Systems (NIMES), the IG Integrity surveys, Annual Health Sector Performance reports, Annual Statistical Abstracts among others to monitor cumulative progress.

Data Collection, Processing, Analysis

The Planning Unit, in close liaison with the directorates, will undertake a quarterly data collection process

to meet the M&E system data requirements. Existing information from the institutions (as collected and analyzed from the local/regional levels) will be reviewed in order to identify relevant issues that should be addressed and to produce the mentioned reports.

UHRC will also seek support of key research and monitoring agencies while undertaking this task.

7.7 M&E Roles and Responsibilities

The Head of Planning will manage the Institution- wide M&E function. At the commencement of the framework all implementing centres will map out their respective information needs and standards, availability and adequacy of information required, frequency, flow and format for reporting plus feedback to realign, plug gaps in data sources and effectively coordinate the M&E system

The Unit shall ensure that the Organizational M&E system fits into already existing national statistical systems with the Uganda Bureau of Statistics, the OPM National Integrated M&E Strategy (NIMES).

Table 2: M&E Responsibilities

Institution	M&E Functions
Uganda Human Rights Commission	• Interface with the Public: • Informing the public about the performance, problems and potentials of UHRC; • Receiving feedback from civil society, the private sector and the development partners who support the Institution. • Providing policy direction to Management Committee • Approving plan and budgets
Management Committee	• During Implementation: • Determining annualised priorities and budgets • Ensuring the Plan is achieving its stated Purpose and Goal.
Technical Review Team	• Producing reports on result areas • Undertake monthly budget monitoring and analysis to ensure that all votes are not exceeded and prepare reports upon which the Director FAD shall cause Supplementary budget requests, where necessary, to Secretary and later to UHRC for recommendation of approval by the Donors and/or MoFPED • Prepare special Budget performance reports as may be required by UHRC, Donors and Government in addition to monthly, quarterly and annual financial reports prepared by the Director FAD.
Policy and Planning Unit	• Secretariat of the Technical Review Committee • Gathering and analysing information on progress of institutional work plans – which should be linked to sectoral plans; • Providing technical backstopping to directorates and Units in the production of reports • Carry out data collection • Receive, analyse and integrate all plans, work plans, budgets , BFPs and reports from different Commission Directorates and Regional Offices
UHRC Development Partners and GoU	• In relation to support for UHRC. • Highlighting contextual issues affecting the delivery of human rights services in the country; • Reaffirming GoU and donor commitment to UHRC; • Participating in institutional and field visits and joint semi-annual and annual reviews



UGANDA HUMAN RIGHTS COMMISSION RESULTS/LOGICAL FRAMEWORK
(FY 2012/13-2016/17)

Results Logic	Objectively verifiable indicators (OVIs)	Baseline	Targets (2016/17)	Means of verification	Critical Assumptions
Overall Objective/goal/Impact Policy, Legislation and Regulatory Framework strengthened	a) Proportion of target population with access to updated laws	52%	a) 75%	a) NSDS reports	Continued political stability and peace
Specific Objectives/Outcomes: Legislative and regulatory environment for realization of national development objectives improved.	a) National Action Plan for human rights b) Government compliance with UHRC recommendations c) Government full compliance with International and regional human rights reporting obligations	a) 0 b) 75% c) 8%	a) 1 (one) b) 100% c) 60%	a) UHRC Annual State of human rights report & Ministry of Foreign Affairs report b) UHRC annual state of human rights reports c) UPR report and periodic reports	a) conducive working environment with all government institutions mandated to contribute to the process of developing the NAP, UPR and periodic reports
Outputs: Support to the legislative and policy formulation processes with view of assessing their compliance with human rights standards	a) number of bills reviewed per annum	a) 4	8	UHRC Annual State of human rights reports	

Inputs: Major resources required	Budget:						
	Source	Annualized amount (billion Shs)					
		Yr1	Yr2	Yr3	Yr4	Y5	
a) Human							
b) Financial							
c) Tools and equipment	GoU	0.02	0.03	0.03	0.03	0.03	
d) information	Donors	3.5	3.5	3.01	3.01	3.01	
	Total	3.52	3.53	3.04	3.04	3.04	
Results Logic	Objectively verifiable indicators (OVIs)			Means of verification			Critical Assumptions
Overall Objective/goal/Impact :	a) % of Uganda's population accessing UHRC services			a) 20%			Survey reports
Improved access to UHRC services for all particularly the vulnerable				a) 5.6%			
Specific Objectives/Outcomes: Strengthened UHRC systems and Institutional accountability	a) Average time to conclude a complaint in years through tribunal			a) 2 years			
	b) Proportion of backlogged cases in the system			a) 1 ½ years			



Outputs :	a) % of posts filled with staff disaggregated by gender b) % of external audit queries appropriately responded to c) number of regional offices/field offices established d) number of development partners in joint alliance with the Commission e) % of offices with necessary tools and equipment to deliver services f) Capacity building training of all staff in results based planning, implementation, Monitoring & evaluation; impact analyses / assessments	a) 93% b) 85% c) 17 d) 4 e) 50% f) 1	a) 100% a) 100 c) 34 d) 10 e) 85% f) 100%	a)UHRC annual and periodical reports -do- -do- -do- -do- -do-	Timely release of funds Donor continued commitment to budget support Continued JLOS prioritization of human rights reflected in its AWPB																													
a) Enhanced capacity of UHRC to deliver human rights services																																		
b) Financial records inspected and audited																																		
c) Uganda Human Rights Commission services visibility enhanced at regional and national levels																																		
d) Strategic alliance and partnerships with key stakeholders promoted																																		
e) Offices equipped with tools and equipment and servicing undertaken																																		
f) Enhanced Planning, budgeting , coordination , Execution, monitoring and evaluation																																		
Inputs: Major resources required																																		
e) Human	<table> <tr> <th rowspan="2">Source</th><th colspan="5">Annualized amount (billion Shs)</th></tr> <tr> <th>Yr1</th><th>Yr2</th><th>Yr3</th><th>Yr4</th><th>Y5</th></tr> <tr> <td>GoU</td><td>0.110</td><td>0.15</td><td>0.15</td><td>0.15</td><td>0.16</td></tr> <tr> <td>Donors</td><td>6.99</td><td>6.85</td><td>7.35</td><td>5.45</td><td>7.34</td></tr> <tr> <td>Total</td><td>7.1</td><td>7.0</td><td>7.5</td><td>7.6</td><td>7.5</td></tr> </table>					Source	Annualized amount (billion Shs)					Yr1	Yr2	Yr3	Yr4	Y5	GoU	0.110	0.15	0.15	0.15	0.16	Donors	6.99	6.85	7.35	5.45	7.34	Total	7.1	7.0	7.5	7.6	7.5
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g) Tools and equipment																																		
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Results Logic	Objectively verifiable indicators (OVIs)			Means of verification	Critical Assumptions
Overall Objective/goal/Impact :					
Enhanced human rights observance and Institutional accountability in service delivery.	a)% reduction in human rights violations by state and non-state actors	TBC	TBC	1. Survey Report 2. NSDS reports	1. Resource availability 2. political peace and security
Specific Objective/Outcome : Reduced incidences of violations of human rights	a. incidences of torture, cruel, inhuman and degrading treatment a. Incidences of child sacrifice.	31%	15%	1. Government reports	
	b. % reduction of violations of Children's rights.	TBC	0%	2. Annual state of human rights report	
	c. % reduction in incidences of violations of women's rights	TBC	10%	3. Civil society reports	
	d. % reduction in incidences of violations of the rights of detainees.	TBC	10%	4. Surveys	
	e. % reduction in incidences of domestic violence	TBC	50%	5. International agencies reports	
	f. % reduction in incidences of sexual and gender based violence	TBC	20%	-do-	
	g. % reduction in incidences in incidences of deaths due to mob action	TBC	15%	-do-	
	h. Incidences of deprivation of property by state agents ²⁷	TBC	50%	-do-	
	i. % increase in the enjoyment of Economic social and cultural rights ²⁸	10.4%	50%	-do-	
	j. % reduction in incidences of violations of rights of vulnerable persons	TBC	6%	-do-	
			10%		

²⁷ Including denial of property right, denial of acquisition of property rights

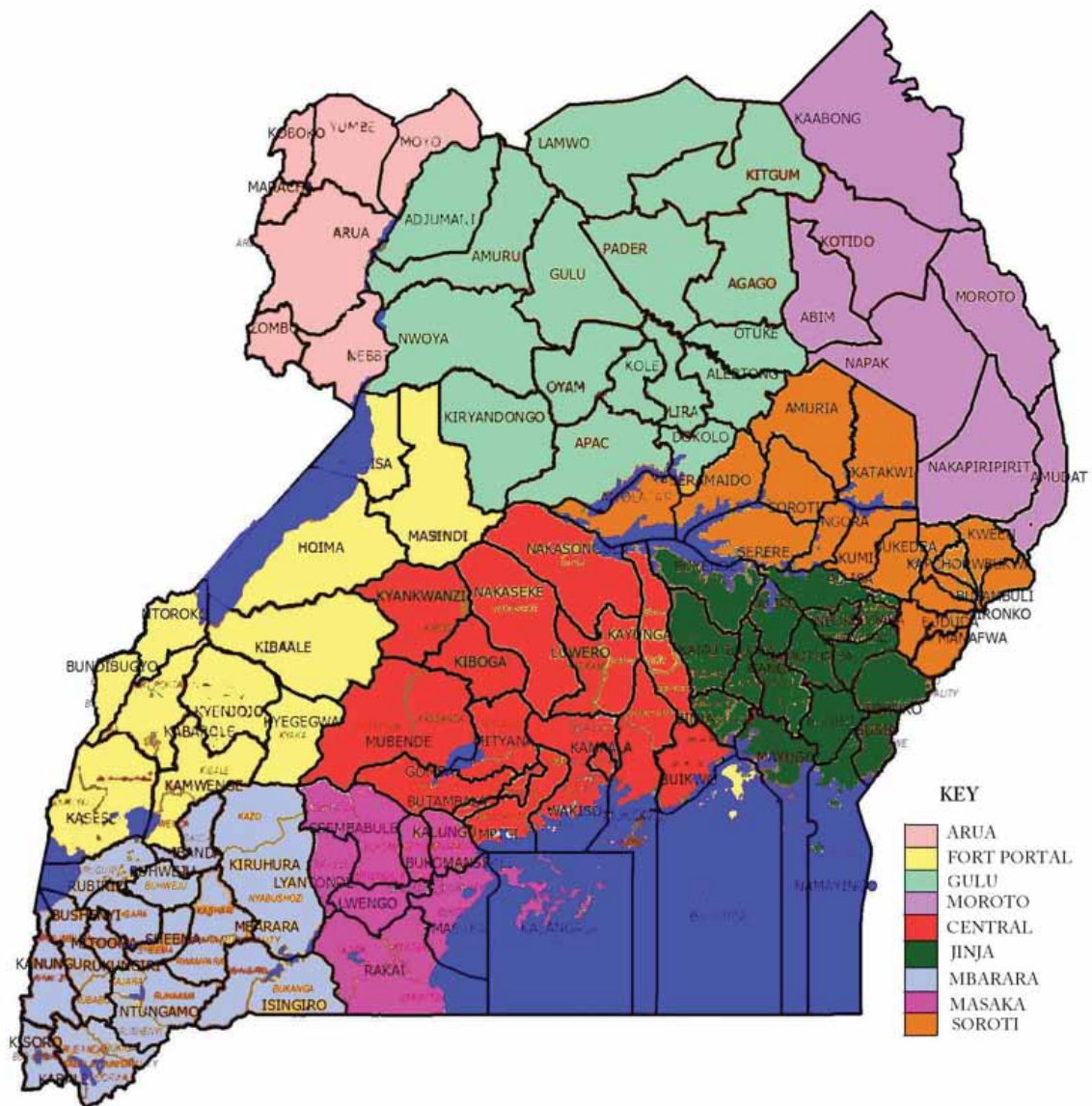
²⁸ With particular focus on health, business, Labour rights and working conditions; Land -related human rights; and Environment-related human right; Extractive industries-related human rights



Outputs:					
a) State Agents equipped with skills and tools to respect human rights	a) number of detention facilities inspected annually countrywide by 2016	900	940	1.UHRC Annual state of human rights report	a)Timely Activity implementation
b) Enhanced Civic education	b) number of state agents provided with skills and tools to respect human rights by 2016	2,500	13,000	2.Survey reports	b)Efficient procurement processes and systems
c) National Civic Education Policy	c)% of population aware of their rights and civic responsibilities	63%	80%	3.UHRC periodic reports	c)Fairly motivated staff, minimal transfers and maximum retention
d) Social-cultural beliefs that respect the rule of law promoted	d) National Civic Education Policy formulated and publicized	0	1	-do-	
e) Responsible parenting.	e)% of population informed of negative cultural beliefs	TBC	10%	-do-	
f) Rights of the extremely vulnerable children protected and promoted (street children, exploited children, child labor, Children with disabilities, OVCs, child prostitutes, children living with single parents)	f)% of parents informed of their roles in parenting	TBC	10%	-do-	
g) Improved conditions in detention places in conformity with the minimum human rights standards	g) Level of engagement of government and non-government institutions of the rights of vulnerable children annually by 2016	0	5	-do-	
h) Effective mechanisms of receiving complaints on violations of human rights	h)% of detention facilities inspected that reach the minimum standards	TBC	50%	-do-	
i) Timely Tribunal hearings on alleged human rights violations	i)% reduction in time taken to register / refer a complaint	120 minutes		-do-	
j) Timely conclusion of Investigations of alleged complaints of violations of human rights	j) The indicators are: j1: disposal rate of cases/complaints ; j2: average time taken to dispose of a case:	J1:13%		-do-	
		J2 2 years		-do-	
		18%		-do-	
		16%		-do-	
		0%		-do-	
		4		-do-	
k) Alternative Dispute Resolution mechanism on human rights complaints enhanced		TBC		-do-	

i) Effective Referral and advisory system for victims of human rights		TBC	40 minutes	
m) Human Rights education programmes enhanced		TBC	J1 45%	
n) Human Rights Compliant laws formulated and enacted by Parliament			1 1/2 years	
o) Legal and institutional framework on children's , women rights and rights of detainees, ESCRs popularized			k)60%	
p) Laws and human rights standards popularized			l)40%	
			m)30%	
			n)8	
			o)10%	
			p)50%	
			q)10%	

Map of Uganda indicating location of UHRC Regional Offices, 2011





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