



• THE JUDICIARY •

# STRATEGIC PLAN V

FY 2020/21 - 2024/25

STRENGTHENING  
ADMINISTRATION  
OF JUSTICE

JUNE 2021





# Foreword

Uganda's Third National Development Plan (NDP III) recognises the role of the Judiciary in ensuring the rule of law for the socio-economic development of the country. The rule of law and constitutional democracy are the key tenets of good governance that have been identified as strategic areas that will enable Uganda to attain middle-income status as envisaged in the Uganda Vision 2040 and the Global Agenda 2030. A functional Judiciary will undoubtedly enable the State to regulate the economy and empower institutions and individuals to contribute to economic development by confidently engaging in business, investments and other economic ventures.

All government ministries, agencies and departments are required to develop strategic plans that are aligned with the NDP III. The previous strategic plan covering the period 2016/17-2019/20 addressed the following key areas: Improving judicial infrastructure; enhancement of information and communication technology (ICT); strengthening the legal and regulatory framework processes; and enhancing resources (institutional and human) for the Judiciary to meet the strategic objective of expediting adjudication of cases. The implementation of NDP III begun in July 2020 and the Administration of Justice Programme was developed in recognition of the independence of the Judiciary following the enactment of the Administration of the Judiciary Act 2020. The development of the fifth Judiciary Strategic Plan 2020/21-2024/25 (JSPV) had to take this into consideration. This plan, therefore, aims at enhancing effectiveness, efficiency and equity in the administration of justice.

The Administration of the Judiciary Act 2020, which gives effect to Chapter 8 of the Constitution, ushered in a new era for the Judiciary. The purpose of the Act is: To provide for the efficient and effective administration of the Judiciary; to establish the Judiciary Council to advise the Chief Justice on the administration of justice and the courts; and to establish a Judiciary Service within the Judiciary. Furthermore, the Act aims to strengthen the independence of the Judiciary by streamlining the provision and management of funds; establishing internal structures to improve performance; as well as providing for retirement benefits of judicial officers and for related matters. Successful implementation of the Act will require review and development of policies and regulations, cooperation of all the stakeholders, and sufficient resource allocation to the Judiciary.

I take this opportunity to commend the team which spearheaded the development of this strategic plan. Specifically, I thank the Judiciary top management for providing direction to the development of this plan. I invite internal and external stakeholders to play their role towards building an independent, effective and efficient Judiciary that delivers justice for all.

FOR GOD AND MY COUNTRY



**Alfonse Chigamoy Owiny - Dollo**  
CHIEF JUSTICE

# Preface

The Judiciary implemented its fourth strategic plan for the period FY2016/17 to FY2019/20, with the overarching focus on developing and rehabilitating the judicial infrastructure; enhancing management of information and communication technology; strengthening the legal and regulatory framework for the Judiciary; and strengthening the institutional and human resource capacity. The highlights of the key achievements include:

- Completion of 639,896 cases out of the 716,769 registered;
- Commencement of the construction of the Supreme Court and Court of Appeal buildings;
- Improvements in infrastructure such as the increase in the number of courts with ramps;
- Renovation of Buganda Road Court, Entebbe Chief Magistrates Court, Iganga Chief Magistrates Court, and Ngora Grade I Court.
- Furnishing of 22 courts;
- The enactment of the Administration of Judiciary Act 2020

However, some planned activities were not implemented mainly due to human resource gaps and inadequate financing.

The Fifth Judiciary Strategic Plan FY2020/21 to FY2024/25 (JSPV) sets out interventions that will enable the Judiciary to build on the achievements, lessons, and progress made in the implementation of the previous strategic plans. The goal of this strategic plan is: “To improve business processes for improved efficiency and effectiveness in the administration of justice.” This will be realised through seven strategic objectives. Several outputs and activities are planned to achieve the attendant interventions.

This plan coincides with the increase to almost double, the financial resources that the Judiciary had been allocated during the implementation of JSPIV. This will improve service delivery, particularly by facilitating the filling of human resource gaps; completion of construction of appellate and other court buildings; rehabilitation of existing court buildings; and procurement of ICT infrastructure, furniture and furnishings. The plan also comes at a time when the government has embraced the programme approach to planning. The Judiciary will therefore head the Administration of Justice Programme in recognition of its independence and can now determine the prioritisation of activities.

Over the five years, we will continue to challenge ourselves to deliver justice to all and contribute to national development. With the abundance mindset, we will continue to focus on innovation and professionalism for better service delivery.

Our desire is that in implementing this strategic plan, the expectations of all stakeholders will be exceeded, given the professionalism of the Judiciary staff. I present this plan to you and commit to its successful execution.



**Pius Bigirimana**  
PERMANENT SECRETARY/SECRETARY TO THE JUDICIARY



# Acknowledgement

The development of this plan is the result of a comprehensive participatory and consultative process involving Judiciary staff. I take this opportunity to thank everyone who was involved or supported the process. I commend the Hon. Chief Justice Alfonse Chigamoy Owiny-Dollo, the Hon. Deputy Chief Justice Richard Buteera, and the Hon. Principal Judge Dr. Flavian Zeija for their guidance and support in developing the strategic direction in line with the development aspirations of the country. I recognise the contribution of the justices, judges, registrars, magistrates and other stakeholders in the identification of priority areas of focus for this plan.

This plan would not have been complete without the leadership of the Permanent Secretary/Secretary to the Judiciary Mr. Pius Bigirimana who has guided its development. Similarly, I thank the Judiciary Strategic Plan Review and Development Committee, which comprised of Registrars and Heads of Departments, for overseeing the development of the plan with commitment, dedication and diligence.

This strategic plan is a clear roadmap for achieving the Judiciary's overall goal. The process of its development benefited from the excellent coordination of the Policy and Planning Department of the Judiciary. My gratitude also goes to all those who took time to review and validate the plan. The result of these combined efforts is a comprehensive and robust document that will help the Judiciary attain new heights in delivering justice for all. Finally, I thank God Almighty who has given us life and allowed the development of this plan. Proverbs 16:3 says, "*Commit to the Lord whatever you do, and he will establish your plans*". It is my prayer that this strategic plan will be adequately funded to be fully implemented.



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**Sarah Langa Siu**  
**CHIEF REGISTRAR**



## THE JUDICIARY TOP MANAGEMENT

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**Hon. Justice Alfonse Chigamony  
Owiny-Dollo**  
Chief Justice



**Hon. Justice Richard Buteera**  
Deputy Chief Justice



**Hon. Justice Dr. Flavian Zeija**  
Principal Judge



**Mr. Pius Bigirimana**  
Permanent Secretary/Secretary  
Judiciary



**Ms. Sarah Langa Siu**  
Chief Registrar



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# List of Abbreviations and Acronyms

ADR	Alternative Dispute Resolution
AJA	Administration of the Judiciary Act 2020
AU	African Union
CCTV	Closed Circuit Television
CJ	Chief Justice
CSOs	Civil Society Organisations
DCC	District Chain linked Committee
DCJ	Deputy Chief Justice
EAC	East African Community
ECCMIS	Electronic Court Case Management Information System
EDMS	Electronic Document Management Systems
FY	Financial Year
GAPR	Government of Uganda Annual Performance Reports
GIS	Geographic Information System
GOU	Government of Uganda
GPS	Global Positioning System
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
HR	Human Resource
ICT	Information and Communication Technology
JLOS	Justice, Law and Order Sector
JSC	Judicial Service Commission
JSPV	The Fifth Judiciary Strategic Plan
JTI	Judicial Training Institute
KPI	Key Performing Indicators
LAN/WAN	Local Area Network/ Wide Area Network
M&E	Monitoring and Evaluation
MoFPED	Ministry of Finance, Planning and Economic Development
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan

NEMA	National Environment Management Authority
NEPAD	New Partnership for Africa's Development
NFA	National Forest Authority
NSS	National Statistical System
NWSC	National Water & Sewerage Corporation
ODPP	Office of the Director of Public Prosecutions
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFMA	Public Finance Management Act 2015
PJ	Principal Judge
PMS	Performance Management System
RDC	Resident District Commissioner
RCC	Regional Chain Linked Committee
SCP	Small Claims Procedure
SDGs	Sustainable Development Goals
SJ	Secretary to the Judiciary
SOPs	Standard Operating Procedures
SQACF	Statistical Quality Assurance and Certification Framework
SWAP	Sector Wide Approach
SWOT	Strengths, Weaknesses, Opportunities and Threats
ULII	Uganda Legal Information Institute
ULS	Uganda Law Society
UN	United Nations
UWA	Uganda Wildlife Authority

# Executive Summary

This fifth five-year Judiciary Strategic Plan FY 2020/21 to FY 2024/25 (JSPV) builds on the progress and lessons learned from the implementation of the previous Judiciary Strategic Plan FY 2016/17 to FY 2019/20 (JSPIV). The plan is aligned with Uganda’s development policy context, which encompasses the Sustainable Development Goals (SDGs), particularly SDG 16; the African Integration and Development Agenda encapsulated in the Africa Vision 2063; the East Africa Community Vision 2050; the Uganda Vision 2040; and the National Development Plan FY 2020/21 to FY 2024/25 (NDPIII). The plan articulates the strategic direction of the Judiciary and lays out the goal, objectives, and interventions of the Judiciary over the next five financial years.

The JSPV has been developed through a three-stage participatory process: Document review; consultation with the Judiciary staff to reach consensus on the strategic direction; and development of the costed interventions which are documented herein with the attendant implementation framework. The plan was subjected to reviews prior to adoption.

A review of the JSPIV Review Report together with the other analyses including SWOT, PESTEL and the Judiciary Value Chain identified eight key issues that needed to be addressed. These are: Limited access to justice; limited physical infrastructure; delays in the delivery of justice; governance and leadership gaps; human resource and performance gaps; limited use of ICT in the administration of justice; limited public awareness and weak image of the Judiciary; and limited resources.

The JSPV will steer the Judiciary towards its vision of ‘Justice for All’ and its mission ‘To efficiently and effectively administer justice’. The core values of the Judiciary are: Independence and impartiality, transparency, professionalism, integrity, accountability, and equality and respect. Through the JSPV the Judiciary aims to “improve business processes for improved efficiency and effectiveness in the administration of justice”. This goal speaks to the views of court users who, during the JSPIV review, rated expeditious disposal of cases as the leading priority.

The seven strategic objectives of the JSPV are: Enhancing equitable access to Judiciary services; improving court processes and case management; strengthening the use of information and communication technology in the administration of justice; developing and supporting the Judiciary workforce and institutional capacity; improving coordination, partnerships and accountability; improving public awareness and the image of the Judiciary; and enhancing resource mobilisation and management.

The funds required to implement JSPV amount to UGX 3,039.51 billion which is expected to be largely provided by the Government of Uganda (GOU). However, given the current funding levels determined by the national resource envelope, contribution from development partners will be critical if all the planned interventions are to be implemented. It is expected that the financing gap will be covered through:



**UGX**  
**3,091.51**  
**BILLION**  
**TO**  
**IMPLEMENT**  
**JSPV**

- i) Constant engagement with the Executive and Parliament, as well as development partners, to provide more resources.
- ii) Efficiency gains (savings in the use of available funds).
- iii) Writing bankable projects that can attract development financing.

Implementation of the plan will require close collaboration between the Judiciary and other justice law and order institutions as well as other stakeholders. Internally, implementation will be largely anchored on the following pillars: a) effective communication; b) cascading the plan to Courts, Registries, Departments and Units; c) collaboration and cooperation with key stakeholders; d) monitoring and evaluation e) positive culture and work ethics; f) leveraging ICT infrastructure; and g) mobilisation of adequate financial resources.

The key strategic risks to the implementation of the plan include inadequate financial resources, inadequate human resource capacity, poor organisation culture, corruption, technology risks, and failure to execute planned activities. Measures to minimise the likelihood of occurrence of these risks have been described in the plan.

The Department of Policy and Planning together with the Registry of Planning, Research and Development will be responsible for monitoring and evaluation. Performance on the JSPV will be periodically reviewed through quarterly work-plan implementation (monitoring), annual performance (evaluation), mid-term review (MTR) (impact assessment) to inform subsequent review and revision in 2022/23, and final evaluation in 2024/25.





# 1 CHAPTER 1

## INTRODUCTION





## 1.1 Background

This is the fifth five-year development plan of the Judiciary for FY 2020/21 to FY 2024/25, the purpose of which is to provide strategic direction and align activities with the third National Development Plan FY 2020/21 to FY 2024/25 (NDP III). It presents implementation arrangements as well as a monitoring and evaluation (M&E) framework. The theme of the plan is: “Strengthening administration of justice”.

The Judiciary Strategic Plan FY 2020/21 to FY 2024/25 (JSPV) was developed against the backdrop of growing public calls and expectations on the Judiciary to provide timely services. The review of the previous Judiciary Strategic Plan FY 2016/17 to FY 2019/20 (JSPIV) showed that the single most important issue for the Judiciary was the lengthy and protracted judicial processes that resulted in delays in the conclusion of cases. This plan will help the Judiciary to dedicate its limited resources towards meeting the expectations. The JSPV builds on its predecessor, the JSPIV, which set into motion the Judiciary’s transformation process.

Furthermore, this JSPV operationalises the newly created Administration of Justice Programme under the NDP III. The programme seeks to strengthen the people-centred justice service delivery system; reform and strengthen justice business processes; strengthen the fight against corruption; and strengthen legal, regulatory and institutional frameworks for effective and efficient delivery of justice. Courts, registries and departments of the Judiciary will develop and implement annual work plans in accordance with this strategic plan, outlining specific activities, targets, and resource requirements along with the applicable performance indicators.

## 1.2 Legal Framework Governing the Judiciary

Several laws govern and regulate the Judiciary and its activities. Key among them are the following:

### 1.2.1 The Constitution of the Republic of Uganda

The core mandate of the Judiciary is adjudication which is performed by judicial officers of both the superior courts and the lower bench and supported by the administrative staff of varied categories. This mandate is spelt out under Article 126 of the Constitution of the Republic of Uganda in the following authoritative terms:

- (1) Judicial power is derived from the people and shall be exercised by the courts established under this Constitution in the name of the people and in conformity with the law and with the values, norms and aspirations of the people.
- (2) In adjudicating cases of both a civil and criminal nature, the courts shall, subject to the law, apply the following principles—
  - a) Justice shall be done to all irrespective of their social or economic status;
  - b) Justice shall not be delayed;



**FIVE**  
**YEAR**  
DEVELOPMENT  
PLAN

- c) Adequate compensation shall be awarded to victims of wrongs;
- d) Reconciliation between parties shall be promoted; and
- e) Substantive justice shall be administered without undue regard to technicalities.

Article 128 of the Constitution asserts the independence of the Judiciary providing thus: “In the exercise of judicial power, the courts shall be independent and shall not be subject to the control or direction of any person or authority.” The Uganda Judicial Code of Conduct enjoins all judicial officers to uphold safeguards for the discharge of judicial duties in order to maintain and enhance the institutional and operational independence of the Judiciary. Article 175 of the Constitution which defines a public officer is also relevant to judicial officers and staff of the Judiciary regarding how they serve the public.

### 1.2.2 The Judicature Act (CAP 13)

It came into force in 1996, aimed at consolidating and revising the Judicature Act to take into account the provisions of the Constitution of the Republic of Uganda 1995 relating to the Judiciary. It lays out the precedence of judges, the Constitution and jurisdiction of the Supreme Court, the Court of Appeal, and the High Court. The Judicature Act also lays out practices and procedures of the courts.

### 1.2.3 The Administration of the Judiciary Act 2020 (AJA)

The AJA aims at giving effect to Chapter Eight of the Constitution by strengthening the independence of the Judiciary. The object of the AJA is to:

- a) Provide for the efficient and effective administration of the Judiciary;
- b) Establish the Judiciary Council to advise the Chief Justice on the administration of justice and the courts;
- c) Establish a Judiciary Service within the Judiciary;
- d) Strengthen the independence of the Judiciary by streamlining the provision and management of funds for the Judiciary and establishing structures within the Judiciary to improve the performance of the Judiciary; and
- e) Provide for retirement benefits of judicial officers and related matters.

Successful implementation of the Act requires review and development of policies and regulations, cooperation of all the stakeholders and sufficient resource allocation to the Judiciary.

### 1.2.4 The Magistrates Courts Act (CAP 16)

The law came into force in 1971 to regulate the establishment, constitution and jurisdiction of, and the practice and procedure before, Magistrates Courts and to make provision for other matters connected therewith or incidental thereto. The Act was amended by the Magistrates’ Courts (Amendment) Act, 2007 (Act 7 of 2007) and the Persons with Disabilities Act, 2020 (Act 3 of 2020).

### 1.2.5 Other Legislations and Regulations

In addition to the above, the Judiciary is guided by, and not limited to, the following pieces of legislation:

- a) Public Finance Management Act 2015
- b) The Uganda Code of Judicial Conduct
- c) Judicial Service Act 1997
- d) The Employment Act 2006

- e) The Public Procurement and Disposal of Public Assets Act 2003
- f) Treasury Instructions 2017
- g) The Public Service Standing Orders 2010

### 1.3 The Hierarchy and Structure of Courts of Judicature of Uganda

Article 129 of the Constitution of Uganda establishes the courts of judicature empowered to exercise judicial power as follows:

- a) The Supreme Court of Uganda;
- b) The Court of Appeal of Uganda;
- c) The High Court of Uganda; and
- d) Such subordinate courts as Parliament may by law establish, including Qadhis courts for marriage, divorce, inheritance of property and guardianship, as may be prescribed by Parliament.

The Supreme Court, the Court of Appeal and the High Court of Uganda are the superior courts of record. Subordinate courts are the Magistrates Courts which constitute the lower bench.

#### 1.3.1 The Supreme Court

The Supreme Court is established under Articles 130–132 of the Constitution as the highest court in Uganda and the final court of appeal. The Supreme Court only decides cases on appeal from the Court of Appeal save for presidential election petitions, where the Supreme Court has original jurisdiction. Decisions of the Supreme Court form precedents that all lower courts are required to follow.

The Supreme Court bench is constituted by the Chief Justice (CJ) and not less than 10 Justices. A quorum is formed by five Justices while hearing civil and criminal appeals but when hearing appeals from decisions of the Constitutional Court, a bench of seven Justices has to be present. Administratively the Supreme Court is headed by the CJ who chairs the quorum and in his/her absence the most senior justice in the quorum chairs.

#### 1.3.2 Court of Appeal

The Court of Appeal is established under Articles 134-137 of the Constitution. It is an intermediary between the High Court and the Supreme Court and has appellate jurisdiction over decisions of the High Court and some statutory tribunals. It is not a court of first instance and has no original jurisdiction, except when it sits as a Constitutional Court to hear constitutional matters.

All civil and criminal appeals are heard by a quorum of three Justices, although most of the applications coming before the Court of Appeal may be decided by a single Justice. Any person dissatisfied with a decision of a single Justice may, by way of reference, have the matter determined by a bench of three Justices who may confirm, vary or reverse the earlier decision. Appeals and applications decided by the Court of Appeal can be appealed to the Supreme Court, but the Court of Appeal is the final court in parliamentary and local government election petitions.

## ARTICLE 129



Of the  
Constitution  
established  
Courts of  
Judicature

The Court of Appeal of Uganda consists of the Deputy Chief Justice (DCJ) and 14 Justices of Appeal.<sup>1</sup> The Court of Appeal is constituted at any sitting of an uneven number not being less than three members of the court. The DCJ presides at each sitting of the court and in his/her absence the most senior member of the quorum presides. The DCJ is the head of the Court of Appeal and in that capacity assists the CJ in the administration of the Court of Appeal.

The Court has original jurisdiction in determining constitutional petitions. Article 137 of the Constitution provides that any question as to the interpretation of the Constitution shall be determined by the Court of Appeal sitting as the Constitutional Court. The court also determines constitutional legal questions referred to it by other courts and tribunals through constitutional references. When sitting as a constitutional court, the Court of Appeal consists of a bench of five members of the court. Appeals in constitutional matters are heard by a quorum of seven Justices of the Supreme Court.

### 1.3.3 The High Court

The High Court is created under Articles 138-140 of the Constitution of Uganda. It is the third court of record in the order of hierarchy and has unlimited original and appellate jurisdiction, which means that it can determine any case of any value or try a crime of any magnitude arising within Uganda. Appeals from Chief Magistrates, Magistrate Grade One Courts and some administrative tribunals go to the High Court. The Court also has supervisory powers over Magistrates Courts and Local Council Courts through appeal and revisionary jurisdiction.

According to Section 13 of the Judicature Act, the High Court of Uganda consists of the Principal Judge (PJ) and such number of judges as may be prescribed by Parliament. At present, the High Court approved structure is 82 judges. The PJ is the head of the High Court and in that capacity assists the CJ in the administration of the High Court and subordinate courts.


To ease access to justice, the High Court has been decentralised into divisions and circuits spread across the country. The High Court currently has seven divisions: Civil, Commercial, Family, Land, Anti-Corruption, Criminal and International Crimes. It also has 20 circuits<sup>2</sup>, out of which six are not yet operationalised due to resource constraints. The operational circuits are: Masaka, Mbarara, Fort Portal, Masindi, Arua, Gulu, Lira, Soroti, Mbale, Jinja, Kabale, Mukono, Mpigi and Mubende. The non-operational ones are Moroto, Tororo, Iganga, Rukungiri, Luwero and Hoima.

### 1.3.4 The Magistrates Court

Magistrates Courts are established under Section 3 of the Magistrates Courts Act Cap. 16. They are subordinate courts whose decisions are subject to review by the High Court. These courts handle the bulk of criminal trials for all offences whose sentences do not exceed life imprisonment. They also handle civil matters whose subject matter does not exceed UGX 50 million for Chief Magistrates and UGX 20 million for Magistrates Grade One.

There are three levels of Magistrates Courts: Chief Magistrates, Magistrates Grade I (GI) and Magistrates Grade II<sup>3</sup>. Presently there are 82 gazetted magisterial areas with 398 Magistrate Grade I Courts. Some of these courts are not yet operational due to

**COURT  
OF  
APPEAL  
CONSISTS:  
THE DCJ €  
14  
JUSTICES**



<sup>1</sup> See *The Judicature (Amendment) Act No. 9/2011*

<sup>2</sup> See: *The Judicature (Designation of High Court Circuits) Instrument, SI 55/2016*.

<sup>3</sup> *Magistrates Grade II are being phased out*

infrastructure and human resource gaps. The magisterial areas are administered by Chief Magistrates who have general powers of supervision over all Magistrate Courts and Local Council Courts within their areas of jurisdiction. Chief Magistrate Courts also determine appeals from Local Council Courts, Magistrate Grade II Courts and Family and Children Courts. Appeals from decisions of the Chief Magistrates and Magistrates Grade One are determined by the High Court.

**Figure 1: Hierarchy and Structure of Courts of Judicature of Uganda**

## SUPREME COURT OF UGANDA

### Mandate:

1. Appeals from Court of Appeal
2. Constitutional Appeals
3. Presidential Election Petitions

## COURT OF APPEAL/ CONSTITUTIONAL COURT

### Mandate:

1. Appeals from High Court
2. Constitutional Petitions
3. Constitutional References
4. Final Court for Parliamentary Election Matters

## HIGH COURT

### Mandate:

1. Unlimited Jurisdiction
2. Appeals from Chief Magistrate & GI Courts
3. Civil Suits (Family, Land, Commercial, etc.)
4. Revisions (& Supervision of) from Lower Courts
5. Criminal Trials (Sessions, Bail Applications, etc.)
6. Parliamentary Election Matters

## MAGISTRATES COURTS

### Mandate:

1. Appeals from LC III Courts
2. Family & Children Cases
3. Civil Cases (Land, Commercial, Family, etc.)
4. Criminal Cases (Trials, Bail, Committal Proceedings)



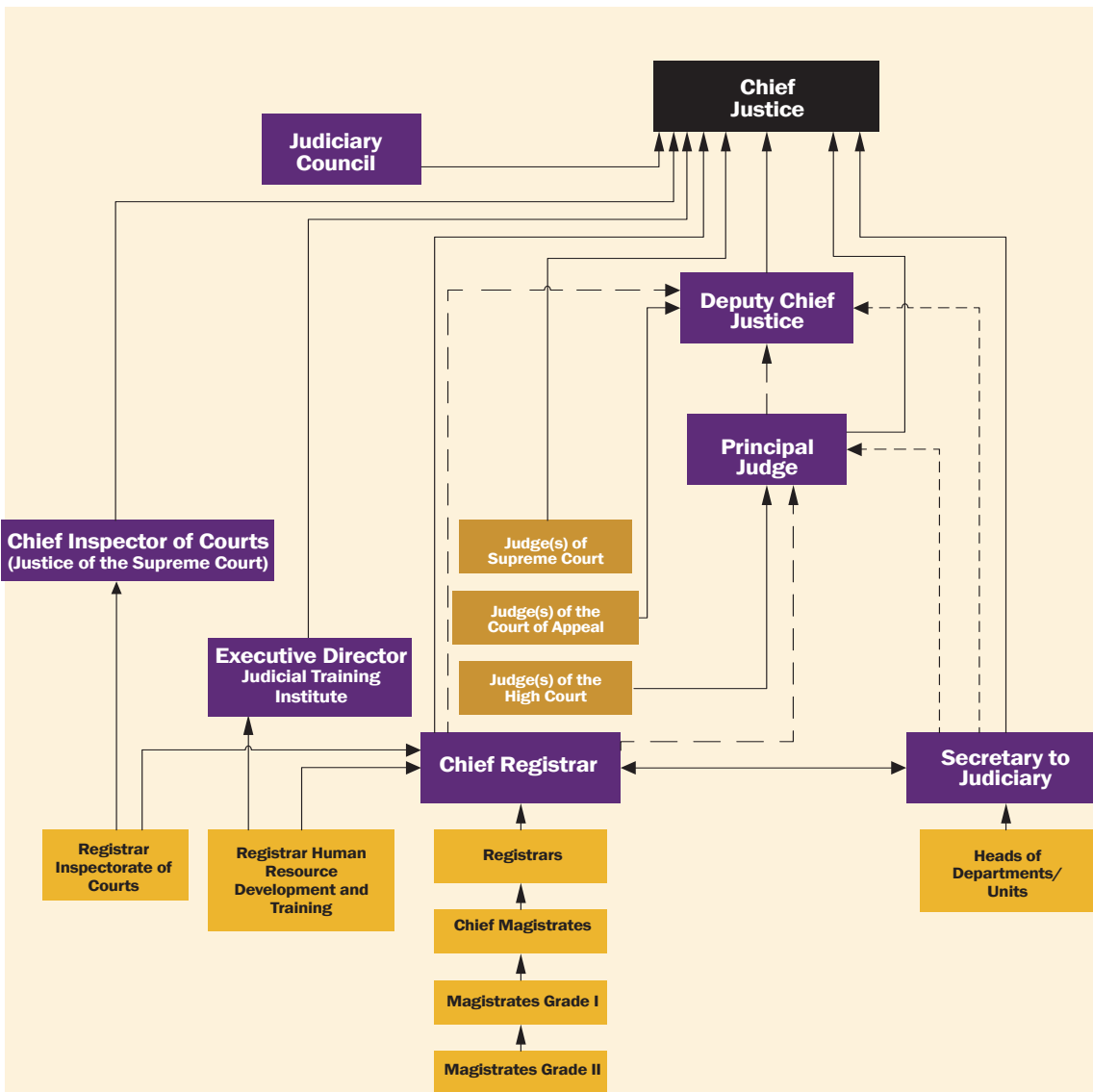
## 1.4 The Administration of the Judiciary

The Administration of the Judiciary Act, 2020, establishes the key administrative structures and organs of the Judiciary and also spells out their functions and mandate. They include:

- a) The Chief Justice as the head of the Judiciary;
- b) The Judiciary Council, which advises the Chief Justice on the administration of the Judiciary;
- c) The Chief Registrar who is the judicial technical head; and
- d) The Secretary to the Judiciary who shoulders the day-to-day administration of the Judiciary and is also the accounting officer.

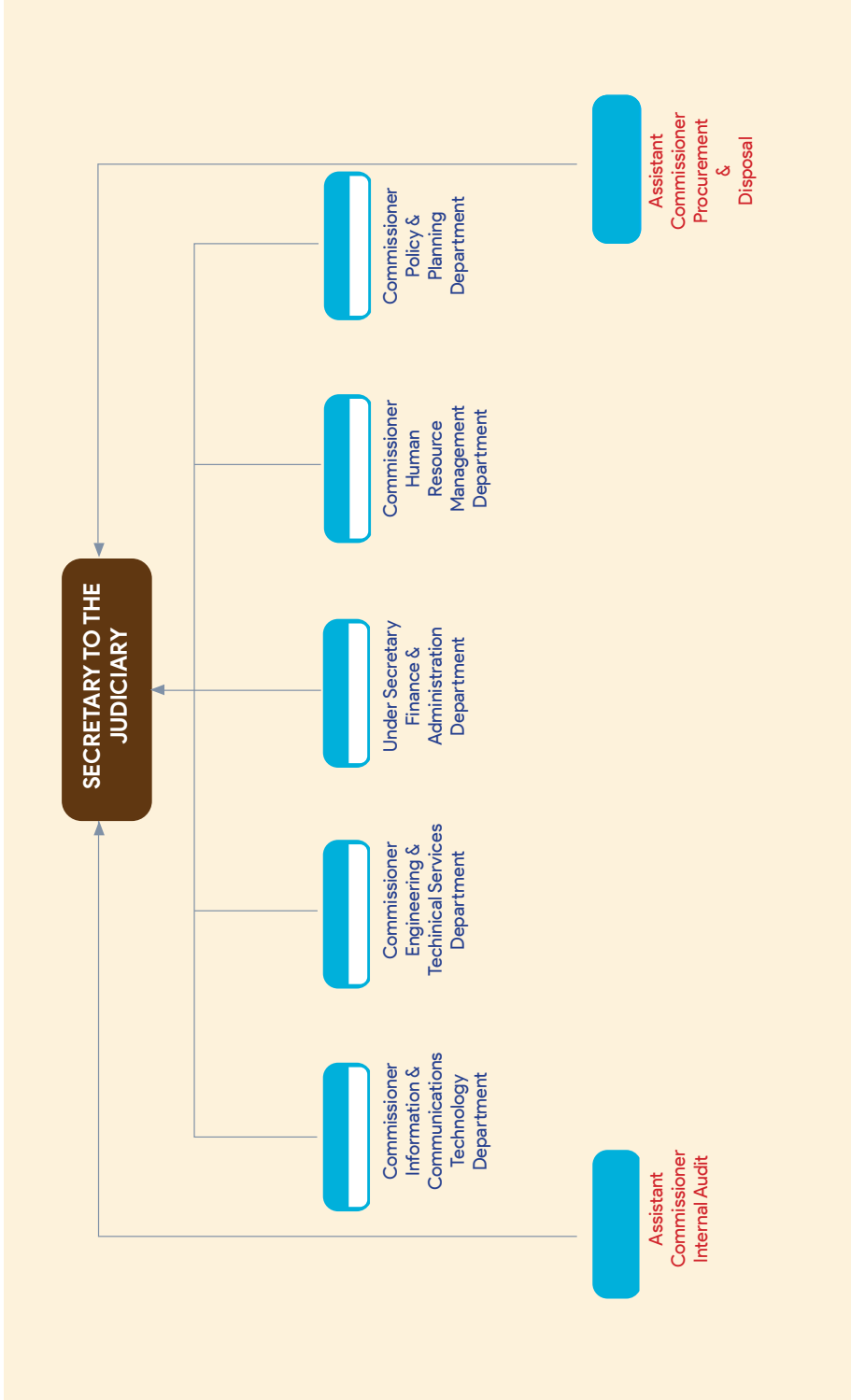
The Inspectorate of Courts handles inspections, complaints and disciplinary issues; while the Judicial Training Institute works on improvement of human capital and law reporting within the Judiciary.

**Figure 2: Judiciary Administration Structure**



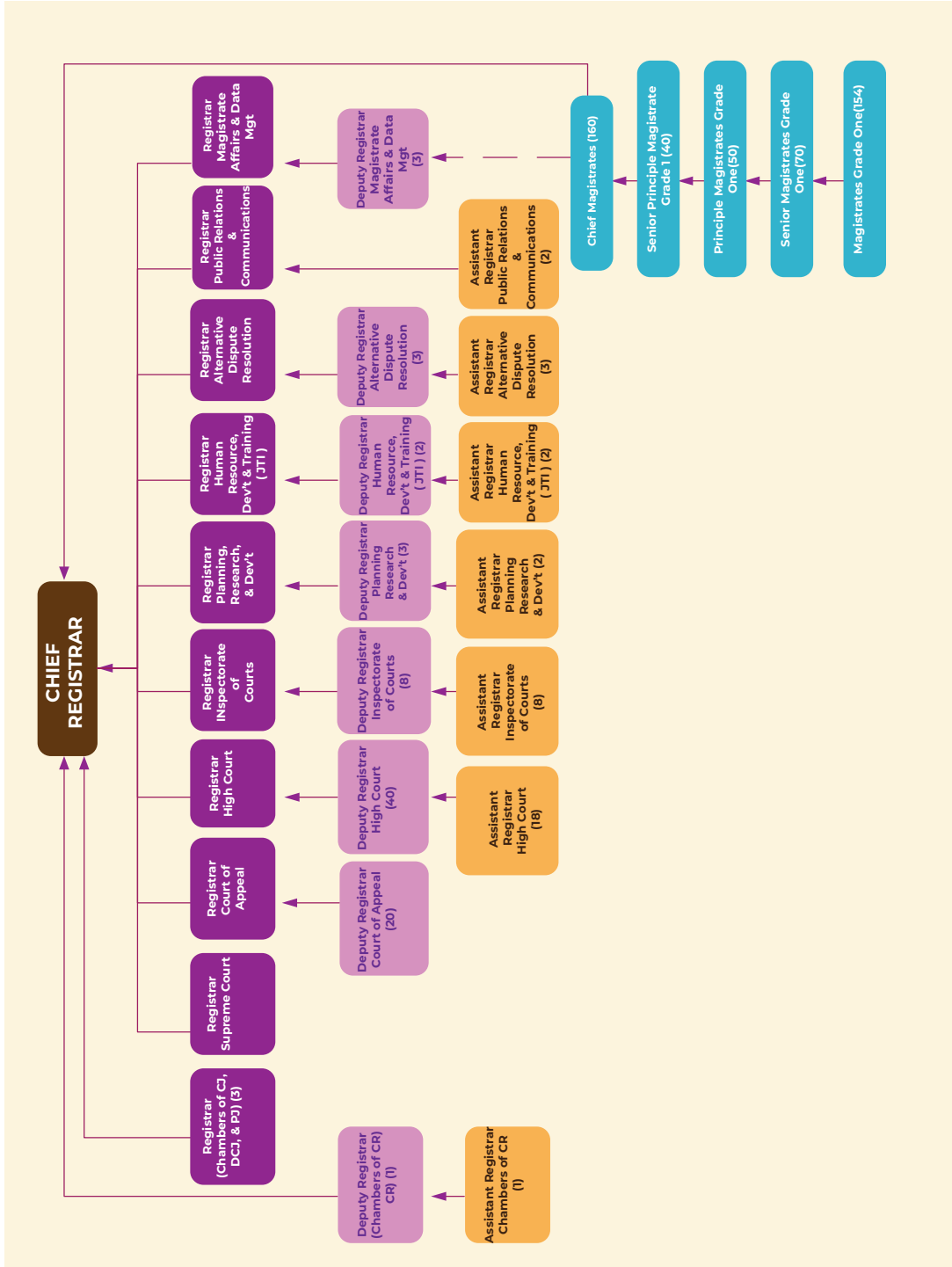
Source: Report on the Structure, Salaries & Allowances of The Judiciary Service, 2021

**Figure 3: Structure for Departments and Units**



Source: Report on the Structure, Salaries & Allowances of The Judiciary Service, 2021

Figure 4: Structure for the Lower Bench



Source: Report on the Structure, Salaries & Allowances of The Judiciary Service, 2021

### 1.4.1 The Chief Justice

The CJ is the head of the Judiciary and is responsible for the overall administration and supervision of all courts in Uganda. While exercising general direction and control over the Judiciary, the CJ provides the link between the Judiciary and other arms of the government. In the performance of official functions, the CJ is assisted by the DCJ and the PJ.

The CJ has authority to issue to courts orders necessary for the proper and efficient administration of justice; to assign work of a higher status or jurisdiction to any judicial officer other than judges for a specified period of time; to establish performance and evaluation systems for the Judiciary; and to take any other action appropriate to the exercise of the powers specified in the law.

### 1.4.2 The Deputy Chief Justice

The DCJ deputises the CJ and is the head of the Court of Appeal. In that capacity, the DCJ assists in the administration of the Court of Appeal and performs such other functions as may be delegated or assigned to him or her by the CJ.

### 1.4.3 The Principal Judge

The PJ is the head of the High Court and in that capacity, assists the CJ in the administration of the High Court and subordinate courts. He/she also performs such other functions as may be delegated or assigned by the CJ.

Judges assist the PJ in supervising subordinate courts within their jurisdictions. Some Judges and Justices are appointed to serve on some committees within and outside the Judiciary. In this way, they influence administrative policies and decisions at those levels for the good of the Judiciary and other stakeholders. Such committees include the Bar-Bench Committee, the Governing Council of the Judicial Training Institute, the Disciplinary Committee, the Law Reform Committee and the Rules Committee.

### 1.4.4 Judiciary Council

Section 4 of the AJA establishes the Judiciary Council whose membership is as follows:

- i. The Chief Justice
- ii. The Deputy Chief Justice
- iii. The Principal Judge
- iv. The Attorney General
- v. The Director of Public Prosecutions
- vi. One Justice representing superior courts
- vii. One judicial officer representing the lower bench
- viii. The Solicitor General
- ix. The Chief Registrar
- x. The Secretary to the Judiciary
- xi. Secretary to the Treasury
- xii. A representative of Justice Law and Order Sector institutions, other than the ministry responsible for justice
- xiii. The President of the Uganda Law Society
- xiv. The Chairperson of the Uganda Law Council
- xv. Two members of the public nominated by the Judicial Service Commission
- xvi. The Chief Inspector of Courts

## SECTION

# 4



Of the AJA  
establishes  
the  
Judiciary  
Council

Section 4 of the Administration of Judiciary Act mandates the Council to advise the CJ on matters pertaining to the Judiciary such as: Policies for planning and development of the Judiciary; ethics and integrity; ways and means of securing adequate funding; personnel or staff development and welfare; improvement of the administration of justice; policies for continuous monitoring and evaluation; and any other matter relating to administration or operations.

#### 1.4.5 The Committees of the Judiciary

Section 6 of the AJA empowers the CJ to establish committees to assist him/her in the performance of his/her functions under the Act. These committees are: Planning, Development and Finance Committee; Human Capital Development, Gender and Equity Mainstreaming Committee; Information, Communication Technology and Documentation Committee; Audit Committee; and any other Committee as the CJ may deem necessary for the discharge of the functions of the Judiciary.

The functions of the committees are spelt out under Section 7 of the AJA. The Committee on Planning, Development and Finance is responsible for initiation, coordination and implementation of judicial policies, strategic plans, programmes and projects including research, budgets, allocation and utilisation of resources; discussion of the approved budgets, allocation of resources, ensuring proper maintenance of movable and immovable assets; and monitoring of investment plans of the Judiciary.

The Committee on Human Capital Development, Gender and Equity Mainstreaming advises the Council on the terms and conditions of service, training and development of staff, mainstreaming gender and handling corporate and public relations/affairs as well as outreach programmes within the Judiciary

The Committee on Information, Communication Technology and Documentation is responsible for library information services, internal law reporting and information technology in the Judiciary.

#### 1.4.6 The Inspectorate of Courts

Section 8 of the AJA establishes the Inspectorate of Courts headed by a Chief Inspector of Courts designated by the CJ from among the Justices of the Supreme Court. In the execution of this task, the Chief Inspector of Courts is assisted by a secretariat headed by a Registrar and a team of Registrars (inspectors) as well as other administrative staff.

The functions of the inspectorate are to:

- a) Receive and process complaints against any staff of the Judiciary;
- b) Investigate cases of mal-administration of justice;
- c) Examine and take custody of any judicial administration records necessary for its investigations;
- d) Recommend appropriate remedial action to correct cases of mal-administration in Judiciary;
- e) Interface with and sensitise stakeholders and the public on the administration of justice;
- f) Enforce the Judicial Code of Conduct and Public Service Code of Conduct in the Judiciary; and



- g) Produce quarterly reports of the inspection work to the CJ.

#### 1.4.7 The Chief Registrar

The position of the Chief Registrar is created by Article 145 of the Constitution and Section 15 of the AJA. The statutory functions of the Chief Registrar as enumerated under Section 15 (2) of the AJA are:

- a) Performing judicial functions vested in him/her under the law;
- b) Giving effect to policies and directions of the CJ, DCJ and PJ;
- c) Effectively overseeing judicial operations of all courts of judicature;
- d) Monitoring and enhancing the quality of services and official procedures;
- e) Communicating with the Government and the public on matters relating to the Judiciary and any other matters of Government interest;
- f) Implementing the judicial activities in the Judiciary Strategic Plan;
- g) Assisting the CJ, the DCJ and the PJ in facilitation and supervision of the courts;
- h) Linking the Judiciary and the Judicial Service Commission on appointments, promotions and disciplinary matters relating to registrars and magistrates; and
- i) Any other matter assigned to him/her by the CJ, DCJ or PJ; and in accordance with Section 15 (2)(a) of AJA, exercising other judicial functions vested by other laws and regulations including licensing advocates and court bailiffs.

The Chief Registrar is assisted by a team of Registrars provided for under Section 16 of the AJA. They take care of the Supreme Court, the Court of Appeal, the High Court, the Inspectorate of Courts, the Judicial Training Institute and the Registry of Planning, Research and Development, among others. He/she is also assisted by Deputy Registrars and Assistant Registrars in the management of High Court Divisions and Circuits as well as Chief Magistrates in the management and supervision of magisterial areas.

#### 1.4.8 The Secretary to the Judiciary

The Secretary to the Judiciary is appointed under Article 174 of the Constitution and Section 17 of the AJA. According to Section 17 of the AJA, the person is responsible for:

- a) The organisation of the Judiciary;
- b) Tendering advice to the Chief Justice in respect of the administration of the Judiciary;
- c) Implementing policies of the Government of Uganda;
- d) Implementing the administrative activities in the Judiciary Strategic Plan;
- e) The expenditure of public funds by or in connection with the Judiciary subject to Article 164 of the Constitution; and
- f) Any other duty assigned by the CJ, DCJ or PJ.

In the performance of his/her duties, the Secretary to the Judiciary shall be answerable to Parliament. He/she is supported by heads of departments of finance and administration, engineering and technical services, human resource management, information and communication technology, and policy and planning. The procurement and disposal unit and the internal audit unit are independent, reporting directly to the Secretary to the Judiciary as the accounting officer.

### 1.4.9 The Judicial Training Institute

The Judicial Training Institute (JTI) is established under Section 19 of the AJA for purposes of providing specialised and continuous education to the Judiciary service and training to any other person or institution approved by the director of the institute.

## 1.5 The Policy Context

### 1.5.1 Global Development Agenda

The global development agenda is encapsulated in the United Nations (UN) Sustainable Development Goals (SDGs). The SDGs are a collection of 17 interlinked goals aimed at achieving a better and more sustainable future for all by 2030. The SDG 16 recognises the need to build peaceful, just and inclusive societies that provide equal access to justice and strong institutions.

Access to justice is a basic principle of the rule of law. The Declaration of the High-level Meeting of the UN General Assembly on the Rule of Law (2012) emphasised the right of equal access to justice for all. It reaffirmed the commitment of member states to taking all necessary steps to provide fair, transparent, effective, non-discriminatory and accountable services that promote access to justice for all. In strengthening access to justice, the UN system works with national partners to develop national strategic plans and programmes for justice reform and service delivery.

### 1.5.2 Africa Integration and Development Agenda

Access to justice is key to continental development. The African Union (AU), with a membership of 55 states, aspires, among others, to achieve greater unity and solidarity between the African countries and the people of Africa; to accelerate the political and socio-economic integration of the continent; to promote peace, security, and stability on the continent; to promote democratic principles and institutions, popular participation and good governance; and to promote sustainable development at the economic, social and cultural levels as well as the integration of African economies. To drive the Pan-African socio-economic development, AU adopted Agenda 2063, implemented by the AU Commission and New Partnership for Africa's Development (NEPAD).

Aspiration 3 of Agenda 2063 is to have an Africa of good governance, democracy and respect for human rights, justice and the rule of law. Goal 11 focuses on the entrenchment of democratic values, practices, universal principles of human rights, justice, and the rule of law.

### 1.5.3 The East African Community Vision 2050

The EAC Vision 2050 is the blueprint for regional integration and development in the East African Community (EAC). Its ultimate objective is to deepen the integration agenda of EAC with a view to accelerating socio-economic transformation and development. The EAC Vision 2050 stresses the commitment to promote and observe democratic principles and standards, and to set up institutions to promote good governance and the rule of law. It calls for democratic values, human rights, access to justice and the rule of law to be entrenched in all partner states.

An effective Judiciary is critical to attaining Uganda's obligations under EAC Vision 2050

as well as deepening economic integration for the achievement of shared goals. The EAC framework also provides opportunities that could be tapped to strengthen the Judiciary.

#### 1.5.4 Uganda Vision 2040

Uganda's national development agenda as articulated in Vision 2040 and the National Development Plan (NDP) framework recognises access to justice as a prerequisite for economic transformation. The goal of Uganda Vision 2040 is: "A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years." It aims at transforming Uganda from a predominantly peasant and low-income country to a competitive upper middle-income country over the 30-year timeframe. It guides strategic thinking and policymaking which are done through five-year NDPs. The Uganda Vision 2040 identifies tenets of good governance to include constitutional democracy, protection of human rights, rule of law, political and electoral processes, transparency and accountability, government effectiveness and regulatory quality and security. Therefore, the Judiciary plays a key role in the achievement of the Uganda Vision 2040 blueprint.

The Vision 2040 also provides a great opportunity to strengthen the Judiciary to promote equal access to justice thereby consolidating a secure and stable society operating on the principles of justice, equality and the rule of law. In particular, the Vision 2040 calls for reform of the Judiciary to make it independent and proactive.

#### 1.5.5 The Third National Development Plan

The Third National Development Plan (NDP III) 2020/21-2024/25, which is currently in force, aims to "Increase household incomes and improve quality of life of Ugandans." Its key objectives are to:

- a) Enhance value addition in key growth opportunities.
- b) Strengthen the private sector capacity to drive growth and create jobs.
- c) Consolidate and increase the stock and quality of productive infrastructure.
- d) Enhance the productivity and social wellbeing of the population.
- e) Strengthen the role of the state in guiding and facilitating development.

NDP III recognises good governance as the panacea to achieving accelerated development and the rule of law as the foundation of a free society that places limits on government authority such that all citizens are equally subject to a common set of laws. The Judiciary is indispensable and adjudication of cases should be handled in a judicious, impartial and expeditious manner in order to raise the confidence of citizens and investors in the rule of law and justice system for national development.

The NDP III identifies the challenges of delayed delivery of justice leading to a growing case backlog. It recognises the need to strengthen the capacity and operations of the commercial justice institutions to provide fast and effective dispute resolution in all the specialised areas and in Alternative Dispute Resolution (ADR). The Plan further observes that while implementation of the sector anti-corruption strategy is on track with the corruption perception index improving from 0.25 to 0.26, there is need for further improvement.

The NDP III emphasises that sustainable management of the environment and natural

resources together with tackling climate change are key issues on Uganda's development agenda. The Judiciary has a role to play by providing equal access to justice and timely disposal of cases. The Judiciary will support the Environment and Natural Resources and Climate Change Programme by conducting special sessions relating to natural resources, the environment, climate change, land and water management.

### 1.5.6 Administration of Justice Programme under the NDP III

The goal of the Administration of Justice Programme under the NDP III is "to strengthen access to justice for all". The Programme brings together institutions to realise the objectives under the NDP III through a coherent, coordinated, and participatory manner to ensure sustainability. The programme is headed by the CJ as the political head and the Permanent Secretary/ Secretary to the Judiciary as the technical head. The programme identifies the objectives to be pursued as follows:

- 1) Strengthen people-centred justice service delivery system;
- 2) Reform and strengthen justice business processes;
- 3) Strengthen the fight against corruption; and
- 4) Strengthen, legal, regulatory and institutional frameworks for effective and delivery of justice.

## 1.6 Purpose of the Strategic Plan

This plan articulates the strategic direction of the Judiciary in line with the NDP III as required under the national development plan framework. It lays out the goal, objectives and interventions of the Judiciary over the next five financial years (FY 2020/21 to FY 2024/25).

## 1.7 The Process of Developing the Strategic Plan

Development of the JSPV involved three interlinked stages. The first stage largely focused on the review of documents including the JSPIV, the JSPIV Review Report, the AJA 2020 and the address by the Chief Justice at the opening ceremony of the New Law Year (2021). Both SWOT and PESTEL analyses were undertaken in this phase which provided a deeper understanding of the operational environment and issues that affect the Judiciary, the priorities, and the identification of strategic issues.

The second stage involved developing consensus on the strategic direction for the Judiciary. This was done through consultative meetings with Judiciary staff and other stakeholders where the key issues from the JSPIV review and the strategic direction for the JSPV (proposed vision, mission, values, objectives, and interventions) were discussed. Annex 5 is a list of key informants in the consultative process.

The third stage entailed working with the Judiciary Strategic Plan Review and Development Committee to incorporate the strategic direction into a working strategic plan document. The working document was discussed at senior management meetings and revisions made accordingly. The draft plan was then sent to selected internal and external stakeholders for comments and input. In light of the Covid-19 prevention protocols, an e-meeting was held with the stakeholders to validate the plan. Thereafter, the plan was submitted to National Planning Authority for comments and certification prior to approval by the top management of the Judiciary.

## 1.8 Structure of the Judiciary Strategic Plan

The JSPV is divided into nine chapters. Chapter One is the introduction of the document presenting the background, hierarchy and structure of the Courts of Judicature of Uganda, the administration of the Judiciary, the policy context, the purpose of the plan and the process of developing it. Chapter Two presents a situational analysis including an overview of the performance of the Judiciary against the JSPIV, analyses of capacity and operating environment of the Judiciary as well as the Judiciary value chain. Chapter Two wraps up the emerging issues and their implication for the administration of justice in Uganda. Chapter Three presents the strategic direction of the JSPV, the vision, mission, values, objectives, and the planned interventions. Chapter Four presents the financing framework and strategy, while Chapter Five lays out the JSPV implementation arrangements. Chapter Six presents the communication and feedback strategy while Chapter Seven presents the risk management plan. The Monitoring and Evaluation framework is presented in Chapter Eight while the profiles of key investment projects under JSPV and the Judiciary project profiles are presented in Chapter Nine. The Annexes comprise the detailed results framework at outcome and output levels, (Key Performance Indicators), JSPV cost implementation matrix, roles of the Registry of Planning, Research and Development and the Department of Policy and Planning, a list of key informants in the consultative process and a list of key documents reviewed.







# CHAPTER 2

## SITUATION ANALYSIS OF JSP IV



## 2.1 Performance of the JSPIV FY2016/17 – FY2019/20

This section presents a snapshot of the performance of the Judiciary under the Fourth Judiciary Strategic Plan (JSPIV FY2016/17 – FY2019/20). It summarises progress on achievement of the objectives of the Judiciary, major challenges and lessons learnt during implementation of the plan.

The overall objective of the JSPIV was to enhance adjudication of court cases through four strategic objectives:

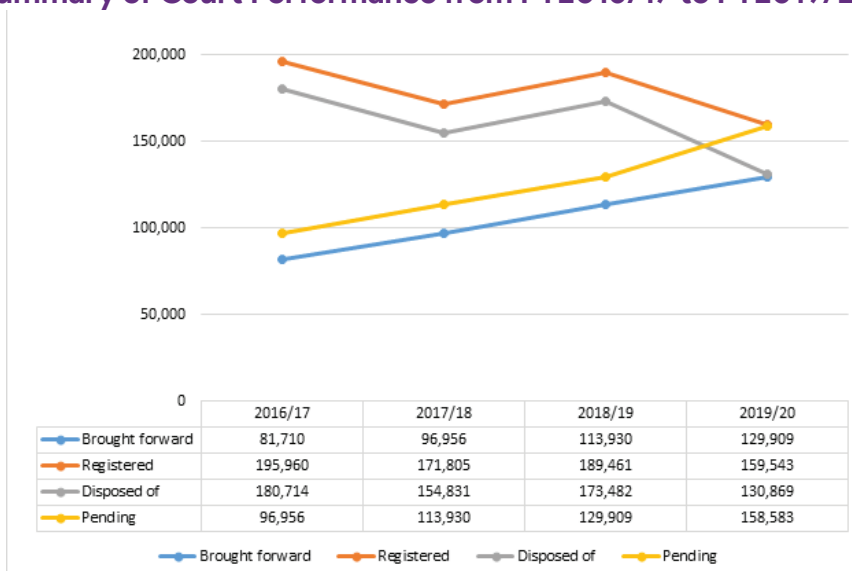
- 1) Developing and rehabilitating the Judiciary infrastructure;
- 2) Enhancing the use of technology in the execution of Judiciary business processes;
- 3) Strengthening the legal and regulatory framework processes for the Judiciary; and
- 4) Enhancing the institutional and human resource capacity of the Judiciary.

### 2.1.1 Progress on Enhancing Adjudication of Court Cases

The strategic objective of the JSPIV was to enhance the adjudication of court cases. Over the JSPIV period, a total of 716,769 cases were registered, 639,896 were completed while 76,873 remained pending and were carried over. This level of performance translates into a clearance rate of 89.3 per cent as shown in Figure 5 below. The performance of courts was constrained by three key factors, namely: Limited staffing; limited funding particularly for locus visits related to land disputes; and the slowdown of court business due to the Covid-19 related nationwide lockdown.

The definition of the term backlog has been identified as a challenge since cases make two years in the system on a daily. This makes it difficult to set realistic targets in reducing the case backlog. Proposals have been made to establish a cut-off date and eligible cases targeted for affirmative action. On a positive note, performance was boosted by increased funding for reducing case backlog under the Justice Law and Order Sector (JLOS) – Sector-wide Approach (SWAP) Framework and the improvements registered in staffing and use of initiatives such as plea bargaining, mediation and small claims procedure.

Figure 5: Summary of Court Performance from FY2016/17 to FY2019/20



OVER THE  
JSPIV  
PERIOD



716,769  
COURT  
CASES  
REGISTERED

639,896  
COMPLETED

WHILE  
76,873  
REMAINED  
PENDING

Source:  
Judiciary  
Annual  
Performance  
Reports



From Figure 5 above, it can be observed that there was a sizeable year-to-year variation in overall case disposal and registration over the strategy period averaging 159,974 cases disposed of and 179,192 cases registered per year. On the other hand, the number of cases brought forward and pending consistently grew year-on-year over the period under review. By the close of the strategy period (FY2019/20), the Judiciary had recorded 158,583 pending cases of which 56,158 (35.4 per cent) were backlog.

### 2.1.2 Development and Rehabilitation of Judiciary Infrastructure

This objective had two key areas of focus: Increasing the proportion of courts housed in Judiciary-owned buildings; and increasing the proportion of courts that meet minimum standards for infrastructure, security, and working space. The proportion of courts housed in Judiciary-owned buildings increased from 48 per cent in FY 2016/17 to 54 per cent in FY 2019/20, but this fell short of the JSPIV target of 65 per cent. The proportion of courts that meet minimum standards increased from 70 per cent in FY 2016/17 to 75 per cent at the end of FY 2019/20 but also fell short of the JSPIV target of 85 per cent. Performance on this objective was characterised by the slow pace of construction of the Judiciary headquarters, Court of Appeal and Supreme Court due to underfunding. Other infrastructure improvements undertaken over the JSPIV period include: Construction of ramps at several courts which increased the proportion of courts with ramps to 52 per cent; renovation of Buganda Road Court, Entebbe Chief Magistrates Court, Iganga Chief Magistrates Court, and Ngora Grade I Court; and furnishing 22 courts, including two High Court Circuits, 10 chief magistrates' courts, and 10 Grade One courts. Besides constructing more judicial buildings to increase court proximity to the population, there were concerns that many court buildings were in a poor state, had layouts not fit to be used as courts, and lacked basic features such as adequate office space, registries, toilet facilities, fencing and alternative sources of power. It was agreed that courtrooms must be designed to serve their purpose, so the architectural designs of courts must be consistent with approved designs.

### 2.1.3 Enhancing Judiciary Business Processes and Use of ICT

This outcome area focused on enhancing Judiciary business processes by reducing the time taken to adjudicate cases. Increased use of ICT had the potential to greatly improve the efficiency of court processes as well as contribute to the control of corruption by reducing opportunities for rent-seeking behaviour among judicial officers. ICT could also ease coordination among JLOS institutions, particularly in relation to access to justice. The key achievements under this outcome area included the rolling out the Small Claims Procedure (SCP) to 83 courts across the country; adoption of appellate mediation as an ADR mechanism; local area network/ wide area network (LAN/WAN) extension to more than 20 courts and two registries; installation of a video conferencing system at Kitalya Mini-Maximum Prison (Remote Site) that serves 22 courts; and commencement of development of the Electronic Court Case Management Information System (ECCMIS). When completed, the ECCMIS is expected to revolutionise case management and registry operations in Uganda. The review showed that the adoption of ICT in the administration of justice in Uganda was limited. To date, e-conferencing facilities were only at Buganda Road Court and High Court, leaving out many more courts thus affecting service delivery. The factors that constrained the use of ICT by courts included intermittent power supply, limited space like server rooms for ICT equipment,

PROPORTION  
OF COURTS  
HOUSED IN  
JUDICIARY  
OWNED  
BUILDINGS



INCREASED  
FROM 48%  
IN FY 2016/17  
TO

↑ 54%

IN FY 2019/20

the limited spread of internet across the country and limited resources to remunerate the ICT staff.

#### 2.1.4 Strengthening the Judiciary Legal and Regulatory Framework

This outcome area focused on strengthening the Judiciary and regulatory framework to improve operational efficiency and enhance independence, administration of justice and accountability. Over the JSPIV period, several laws and regulations were passed, most notably the Administration of the Judiciary Act, 2020. The key aspects of the AJA include retirement benefits of Judicial Officers, provision for a performance management system, establishment of the Judiciary Service (comprising both judicial and administrative staff), establishment of the Judiciary Fund, and strengthened the Inspectorate of Courts. Implementation of the AJA and related regulations will be the main challenge for the Judiciary going forward.

#### 2.1.5 Crosscutting Issues

The JSPIV did not explicitly address itself to any cross-cutting issues. A review of the annual budget performance reports of the Judiciary for FY 2016/17 to FY 2019/20 showed that the Judiciary focused on three cross-cutting issues: HIV/AIDS, gender and the environment. A summary of the interventions on each of these issues is presented below.

##### a) HIV/AIDS

The Judiciary aimed at providing support to staff living with HIV/AIDS and increasing awareness about the condition. The planned interventions and performance under this area are presented in Table 1 below.

**Table 1: Performance on HIV/AIDS**

Planned Interventions	Performance
i) Testing, counselling and follow up of staff living with HIV/AIDS.	i) 558 Judiciary staff sensitised on HIV/AIDS.
ii) Sensitising staff and dissemination of the Judiciary HIV/AIDS Workplace Policy.	ii) Developed the Judiciary HIV/AIDS Workplace Policy and printed 1,205 copies for dissemination.
iii) Providing support to staff living with HIV/AIDS.	iii) Provided support to more than 50 Judiciary staff living with HIV/AIDS annually.

##### b) Gender

The focus of the Judiciary in relation to gender over the JSPIV period was to address sexual harassment and gender mainstreaming. The planned review of the Gender Policy and Strategy could not take place due to Covid-19 related restrictions. The planned interventions and performance under this area are presented in the table below.



Source:  
Judiciary  
Annual  
Budget  
Performance  
Reports FY  
2016/17 to FY  
2019/20

**Table 2: Performance on Gender**

Planned Interventions	Performance
<ul style="list-style-type: none"> <li>i) Formation of gender working committee.</li> <li>ii) Formulation of guidelines for gender mainstreaming.</li> <li>iii) Conducting gender assessment.</li> <li>iv) Conducting training in gender mainstreaming and equity budgeting.</li> </ul>	<ul style="list-style-type: none"> <li>i) Trained 32 officers in gender and equity budgeting.</li> <li>ii) Trained one officer in the collection, analysis and reporting of gender-disaggregated data.</li> <li>iii) Conducted training of trainers for 24 participants including justices, judges, registrars and magistrates.</li> <li>iv) Popularised the Judiciary Anti-Sexual Harassment Policy.</li> <li>v) Developed a Gender Policy.</li> <li>vi) Published the Gender Bench Book.</li> <li>vii) Developed a Gender Based Violence Manual.</li> </ul>

Source:  
Judiciary  
Annual  
Budget  
Performance  
Reports FY  
2016/17 to FY  
2019/20

### c) Environment and Climate Change

The Judiciary set up the Standards, Utilities and Wildlife Court in 2017 for efficient and effective enforcement of rights and obligations in the area of consumer standards, utilities and wildlife. This was aimed at eradicating misuse of utilities, illicit trade in wildlife, strengthening consumer protection and enhancing delivery of quality services to the people of Uganda. Below is the performance of the court during the JSPIV period.

**Table 3: Performance of the Standards, Utilities and Wildlife Court**

Financial Year	Case Category		Registered	Completed
FY2016/17	NFA		0	0
	UWA		19	19
	NEMA		0	0
	FISHING		0	0
	NWSC		5	5
	<b>Sub-Total 1</b>		<b>24</b>	<b>24</b>
FY2017/18	NFA		5	5
	UWA		78	78
	NEMA		5	5
	FISHING		2	2
	NWSC		4	4
	<b>Sub-Total 2</b>		<b>94</b>	<b>94</b>
FY2018/19	NFA		19	19
	UWA		111	111
	NEMA		3	3
	FISHING		109	109
	NWSC		10	10
	<b>Sub-Total 3</b>		<b>252</b>	<b>252</b>
2019/20	NFA		8	8
	UWA		79	79
	NEMA		11	11
	FISHING		56	56
	NWSC		0	0
	<b>Sub-Total 4</b>		<b>154</b>	<b>154</b>

Source: Judiciary annual performance reports FY 2016/17 to FY 2019/20

## 2.2 Institutional Capacity of the Judiciary

### 2.2.1 Analysis of Financial Resources

The major source of financing for the JSPIV has been the Government of Uganda through annual budgetary allocations and releases towards the recurrent (wage and non-wage) and development expenditures as shown in the table below.

**Table 4: JSPIV cost by function**

Category	Projected Costs in Uganda Shillings (Billion)															
	FY 2016/17			FY 2017/18			FY 2018/19			FY 2019/20			Total			
	Planned	Releases	Outturn	Planned	Releases	Outturn	Planned	Releases	Outturn	Planned	Releases	Outturn	Planned	Releases	Outturn	Absorption%
Recurrent (Wage)	49	27.18	29,494	49	30.63	30,229	49	34,104	33,526	49	47.68	53,981	196	137.65	147,291	107.00%
Recurrent (Non- Wage)	105.34	91.65	83.68	116.51	100.27	97,694	116.71	92,027	91,497	117.91	112.92	115,264	456.47	396.71	388,135	97.84%
<b>Total recurrent</b>	<b>154.34</b>	<b>118.83</b>	<b>113,174</b>	<b>165.51</b>	<b>130.9</b>	<b>127,984</b>	<b>165.71</b>	<b>124.03</b>	<b>125,023</b>	<b>166.91</b>	<b>160.6</b>	<b>169,245</b>	<b>652.47</b>	<b>534.36</b>	<b>535,426</b>	<b>100.20%</b>
Development	74.45	5.95	2,601	74.45	4.07	4.07	74.26	4.07	3,929	74.26	21.01	18,305	297.42	35.1	28,905	82.35%
External financing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Supplementary releases	-	2.57	-	-	0.18	-	-	1.83	-	-	8.65	-	-	13.23	-	-
<b>Total budget</b>	<b>228.79</b>	<b>127.35</b>	<b>115,775</b>	<b>239.96</b>	<b>135.15</b>	<b>132,054</b>	<b>239.97</b>	<b>129.92</b>	<b>128,952</b>	<b>241.17</b>	<b>190.27</b>	<b>187,550</b>	<b>949.89</b>	<b>582.69</b>	<b>564,331</b>	<b>96.85%</b>
Funding gap	-	101.44	-	-	104.81	-	-	110.05	-	-	50.9	-	-	367.2	-	-
Funding gap %	-	44.30%	-	-	43.70%	-	-	45.90%	-	-	21.10%	-	-	38.70%	-	-
Share of development to budget %	32.50%	4.70%	-	31.00%	3.00%	-	30.90%	3.10%	-	30.80%	11.00%	-	31.30%	6.00%	-	-

Source: JSPIV FY2016/17 – FY2019/20 and Approved Annual Budgets Vol. 1 (FY2016/17 – FY2019/20)

### 2.2.2 Analysis of Human Resources Development and Management

The approved staffing structure for the Judiciary comprises 109 posts and 4,783 positions. Out of the 4,783 positions, 37 per cent were filled. There were also 72 posts with 50 per cent or less of the positions filled. Specifically, there were 38 posts without a single position filled. It is important to note that there were two posts with the filled positions exceeding the approved positions. They include clerical officers with 109 positions filled beyond the approved 30 and Magistrate Grade II with 28 positions filled beyond the approved 18. There was need therefore to review the approved structure to accommodate the recruitment levels in these and other similar cases.

### 2.2.3 Analysis of the Monitoring and Evaluation Function

The overriding objective of the M&E plan as laid out in Chapter Six of the JSPIV was to provide an organised framework for coordinated monitoring, review and evaluation by all actors within and outside the Judiciary. Ideally, the M&E plan was supposed to guide the generation of data over the period, but it was faced with three problems, namely: Limited capacity within the Judiciary to undertake M&E; lack of baseline data for some of the indicators; and lack of a comprehensive management information system. The existing Court Case Administration System (CCAS) was limited in terms of coverage of courts. It also did not capture information on non-court performance-related results. It was worth noting that there was no substantive M&E officer nor a statistician at the Judiciary, even though the responsibilities had been assigned to a team at the Registry of Planning and Development. Information from the human resources department indicated that the planning unit, which was the unit directly responsible for routine monitoring, had only four (4) staff out of ten (10) substantive positions.

## 2.3 Key Challenges and Lessons Learned

### 2.3.1 Challenges

**a) Inadequate resource envelope:** Inadequate funding was identified as the single most important limitation to implementing the JSPIV. The resource requirements for implementing the JSPIV were projected at UGX 949.8 billion. The forecast resource envelope as indicated under the Ministry of Finance's Medium Term Expenditure Framework was UGX 476.15 billion over the JSPIV period. This left a financing gap of UGX 380.43 billion from the onset. With no clear strategies for closing this financing gap in the JSPIV, it would be reasonable to conclude that the JSPIV was ambitious.

**b) Lack of infrastructure master plan:** The absence of a plan led to the construction of court buildings and courtrooms that did not meet the minimum standards and needs of court users. Some existing buildings were characterised by makeshift demarcations, limited courtrooms and inadequate space provision for other court services like mediation.

**c) Low total factor productivity due to inadequate inputs:** The rate of disposal of cases reflected a combination of input limitations including: Inadequate staffing in terms of judicial officers (47 per cent of the positions filled) and support staff (38 per cent of the positions filled); inadequate facilitation in terms of transport for visiting locus, accommodation, office space; inadequate furniture; poor internet connectivity; and poor electricity supply.



**THE  
FINANCING  
GAP OF  
JSPIV  
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**d) Weak public relations:** The accountability forums used by the Judiciary had limited reach. The forums include the Judiciary website, ceremonies such as the opening of the new law year where the achievements and challenges of the Judiciary are presented, open court days and the media. Business at these forums was conducted in English, which made them inaccessible to a big proportion of the public. The failure to respond to issues on the Judiciary in the media in a timely manner was identified as a key driver of negative perceptions among the public.

**e) Weak coordination of efforts to reduce case backlog:** There was little evidence of effective coordination of actors across the JLOS despite the existence of frameworks for this purpose. Non-attendance of coordination meetings by officers from many of the JLOS entities and failure to align processes frustrated the entire sector. Issues such as misalignment of cause lists between the courts and prisons were cited as frustrating. The JSPIV review also cited reports of a mismatch in the prioritisation of cases for investigation and hearing between police and courts respectively.

**f) Effects of the Covid-19 pandemic:** The national lockdown in 2020 due to the Covid-19 pandemic affected the performance of the Judiciary in two ways. First, it slowed down the implementation of interventions such as procurement and other approvals in the final year of the JSPIV. In addition, it contributed to a slowdown in the adjudication of cases because courts and other interlocutor institutions were closed thereby leading to an increase in case backlog.

### 2.3.2 Lessons Learned

**a) Computerisation and automation of court processes can be a game-changer:** There was increased use of ICT in conducting court hearings due to the Covid-19 restrictions. Experience with this technology was widely appreciated. The expectation was high in the ECCMIS that was planned to be rolled out. It was hoped it would limit rent-seeking opportunities and other corrupt tendencies; help with effective tracking of case coordination with other actors; speed up the adjudication of cases while reducing costs. It was, however, important to note that the associated costs of setting up and maintaining the required infrastructure were still high.

**b) The human resource is most crucial for enhancing adjudication of court cases:** Despite limitations in inputs due to inadequate financing, the Judiciary registered good performance on the number of cases disposed of, which increased from 44,751 in FY 2016/17 to 131,385 in FY 2019/20. This was largely attributed to the recruitment of more judges and magistrates. Reducing the case backlog would require increasing the number of judicial officers and support staff, as well as increasing staffing at other entities such as the Office of the Director of Public Prosecutions (ODPP) and the Uganda Prisons Service.

## 2.4 Judiciary Environment Analysis

The Judiciary operational environment is dictated by internal and external dynamics that are socio-economic, legal and political in nature. These dynamics in turn create trends, demands and challenges that should be anticipated and managed. The assessment of the Judiciary's internal and external operating environment was undertaken using PESTEL and SWOT analysis tools.

### 2.4.1 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis

The PESTEL analysis tool categorises key developments in the environment as political, economic, social, technological, environmental and legal. It considers factors impeding or supporting Judiciary operations and strategy as well as ensuring a fit between operations and the external environment. Analysis of these factors is crucial in setting the strategic direction for the next five years.

#### a) Political factors

Uganda's political landscape is characterised by tense electioneering periods during which sections of the public interpret court decisions along political lines thereby putting into question the credibility and independence of the courts. Implementation of this strategic plan will coincide with the post-2021 general elections. Judiciary resources will be stretched by election petitions with the potential to worsen the case backlog situation. Election petitions will present an opportunity to test the agility of the Judiciary in enhancing access to justice.

#### b) Economic factors

These are macro-economic factors that provide opportunities or pose threats for the Judiciary. The performance of the economy during the Covid-19 period will likely be characterised by slow economic growth, growing public debt, reduced incomes and reduced revenue collection by the government which may lead to reduced budgetary allocations to the Judiciary. In addition, the requirement to observe Covid-19 SOPs is expected to increase the cost of administration of justice. Furthermore, the potential rise in the number of commercial cases resulting from economic hardships poses a threat of an increase in case backlog.

#### c) Social factors

There is a growing emphasis on promoting access to justice for women, girls, children, minorities, special interest and marginalised groups. The situation has been exacerbated by the Covid-19 pandemic. Delivering justice for all will require that courts widen jurisprudence to meet the needs of different categories of people. The increasing literacy levels are expected to increase the civic awareness of citizens and their capacity to engage with the government including courts, agitation for constitutional rights and the need for judicial services. At the same time, the youth bulge coupled with widespread unemployment could lead to an increase in criminal activity.

#### d) Technological factors

There is a growing influence of technology in everyday life. Technology offers new opportunities for better ways of performing activities. The increasing access to the internet among the population facilitated the faster and wider spread of information on the performance of the Judiciary. Thus, increased access to the internet could fuel the spread of negative information and perception about the Judiciary. The following opportunities could accrue from the use of ICT in the administration of justice:

- (i) Improvement of registry services and document management;
- (ii) Easing adjudication processes;
- (iii) Facilitating the Judiciary's accountability to the public through electronic, social and other forms of media; and
- (iv) Improving evidence-based decision-making through facilitating real time data collection, processing, analysis and reporting (e.g. GPS, social media).

#### e) Environmental factors

A conducive and supportive work environment enhances the output of an organisation. The Judiciary will need to create a work environment that ensures occupational safety, hygiene, security, waste and pollution management. This will involve infrastructure-related interventions as well as the review of policies and processes. In addition, as the country pursues its environmental management goals, it is expected that there will be an upsurge in environment-related cases thereby contributing to increased caseload.

#### f) Legal Factors

The newly enacted AJA 2020 is expected to change the way the Judiciary operates. It is expected to result in the need for a review of existing laws, policies and procedures. The changes in structure and operations of the Judiciary require approval by the Judiciary Council. This accentuates the importance of Parliament as a strategic partner for the Judiciary. In addition, the impending constitution review could lead to increased constitutional matters that may require court interpretation.

In a nutshell, therefore, the PESTEL analysis points to the need for the Judiciary to continuously monitor the interplay of factors and develop strategies that leverage the opportunities and address the challenges.

#### 2.4.2 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The Judiciary will improve its ability to realise its goals by leveraging its opportunities and strengths (enablers) and resolving the threats and weaknesses (pains). A SWOT analysis to evaluate the strengths, weaknesses, threats and opportunities of the Judiciary is as shown in Table 5 below.

**Table 5: Strengths, Weaknesses, Opportunities and Threats of the Judiciary**

Internal Attributes of the Judiciary	External Environment for the Judiciary
<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Highly qualified and competent staff.</li> <li>2. Improved infrastructure.</li> <li>3. The AJA 2020.</li> <li>4. Practice directions for integration of ICT into the adjudication processes for Courts of Judicature.</li> <li>5. Civil (Amendment) Procedure Rules.</li> <li>6. Practice directions on land evictions.</li> <li>7. ICT integration.</li> <li>8. Disciplinary Committee.</li> <li>9. Practice directions on recusal and adjournment.</li> <li>10. Sentencing guidelines.</li> <li>11. Innovation in the adjudication of cases (plea bargaining, ADR, mediation &amp; SCP).</li> <li>12. Improved remuneration of Judiciary staff.</li> <li>13. A functional Judicial Training Institute.</li> <li>14. The ECCMIS.</li> <li>15. Specialised Courts</li> </ol>	<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Improved effectiveness of other institutions in the Justice Value Delivery Chain.</li> <li>2. The chain-linked committees.</li> <li>3. Support from the Executive.</li> <li>4. Support from Parliament.</li> <li>5. Support from development partners.</li> <li>6. Services of the Uganda Law Society including legal aid.</li> <li>7. Existence of modern technologies that enable further innovation in adjudication.</li> <li>8. Legal aid services.</li> </ol>
<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Inadequate staffing.</li> <li>2. The slow pace of adjudication of cases.</li> <li>3. Existence of a huge case backlog.</li> <li>4. Inadequate financial resources.</li> <li>5. Persistence of corruption.</li> <li>6. Poor attitude towards change.</li> <li>7. Inadequate services at courts.</li> <li>8. Inadequate administrative and management skills.</li> <li>9. Inefficient registry operations.</li> <li>10. The disconnect between administration and judicial functions.</li> <li>11. Weak M&amp;E system.</li> <li>12. Low level of uptake of ICT.</li> <li>13. Poor customer care.</li> <li>14. Communication and public relations gap.</li> <li>15. Inadequate research support for judicial officers.</li> <li>16. Lack of regular and comprehensive training needs assessments.</li> <li>17. Disjointed training within the Judiciary.</li> <li>18. Weak performance management within the Judiciary.</li> </ol>	<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. External interference.</li> <li>2. Bush lawyers.</li> <li>3. Inadequacies in other justice law and order institutions.</li> <li>4. Limited awareness of the law and court processes among the public.</li> <li>5. Inadequate and unpredictable funding to the Judiciary.</li> <li>6. Negative public perceptions of the Judiciary.</li> <li>7. Negative publicity facilitated by increasing use of social media.</li> </ol>

Source:  
JSPIV  
Review  
Report

### 2.4.3 Judiciary Stakeholder Analysis

Stakeholder analysis was undertaken to identify and take into account the interests and expectations of the Judiciary and its stakeholders. These analyses formed the basis for the formulation of key priorities, strategic goals, objectives and strategies. Table 6 below gives the summary of the stakeholder analysis.

**Table 6: The Judiciary Stakeholders**

Stakeholder	Stakeholder expectations of Judiciary	The role of the Judiciary in meeting expectations	Assistance required by Judiciary from stakeholder
General public	<ul style="list-style-type: none"> <li>Efficient and effective service</li> <li>Speedy delivery of justice</li> <li>Information and feedback</li> <li>Conducive environment for Persons with disability (PWDs) and special users</li> <li>Upholding of values</li> </ul>	<ul style="list-style-type: none"> <li>Hold staff accountable</li> <li>Promote the image and respond to requests</li> </ul>	<ul style="list-style-type: none"> <li>Participation in Judiciary activities</li> <li>Provision of feedback</li> </ul>
Court users	<ul style="list-style-type: none"> <li>Timely delivery of court decisions</li> <li>Timely submission of judgements, cause lists and other information</li> <li>Independence and impartiality in decisions</li> <li>Efficient and effective case management</li> <li>Professionalism</li> <li>Accessible justice</li> <li>Conducive work environment including for PWDs</li> </ul>	<ul style="list-style-type: none"> <li>Publish and disseminate court decisions in a timely manner</li> <li>Keep the laws of Uganda updated and current</li> <li>Publish daily cause lists</li> <li>Ensure timely processes and easy procedures</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with procedures</li> <li>Abiding by the court decisions</li> <li>Compliance with court processes and timelines</li> <li>Integrity</li> <li>Provision of feedback</li> </ul>
Judges, judicial officers and staff	<ul style="list-style-type: none"> <li>Conducive work environment</li> <li>Competitive terms and conditions of service</li> <li>Transparency and accountability</li> <li>Fair treatment</li> <li>Career progression opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Participate in advocacy and collaboration</li> <li>Ensure conducive work environment</li> <li>Enhance the system for just reward, career development, recognition and motivation</li> <li>Ensure professionalism and fairness</li> </ul>	<ul style="list-style-type: none"> <li>Upholding professional standards and ethics</li> <li>Dedication and diligence</li> <li>Provision of feedback</li> </ul>
Judicial Service Commission	<ul style="list-style-type: none"> <li>Implementation of JSC decisions and policies</li> <li>Professionalism</li> <li>Adoption of principles of good corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Participate in JSC activities</li> <li>Ensure timely implementation of recommendations</li> <li>Play its role in ensuring compliance with laws</li> </ul>	<ul style="list-style-type: none"> <li>Transparency and competitiveness in appointments</li> <li>Promotion of independence and accountability</li> <li>Oversight role in the management of the Judiciary</li> <li>Maintenance of facilitative relations with other organs of the government</li> <li>Timely approval of formulated policies</li> </ul>
Uganda Law Society	<ul style="list-style-type: none"> <li>Effective and efficient case management</li> <li>Sharing of relevant information</li> </ul>	<ul style="list-style-type: none"> <li>Keep the laws of Uganda updated and current</li> </ul>	<ul style="list-style-type: none"> <li>Performance of role as stipulated in the ULS Act</li> <li>Upholding of professional standards and ethics</li> <li>Free legal services to indigent litigants</li> </ul>

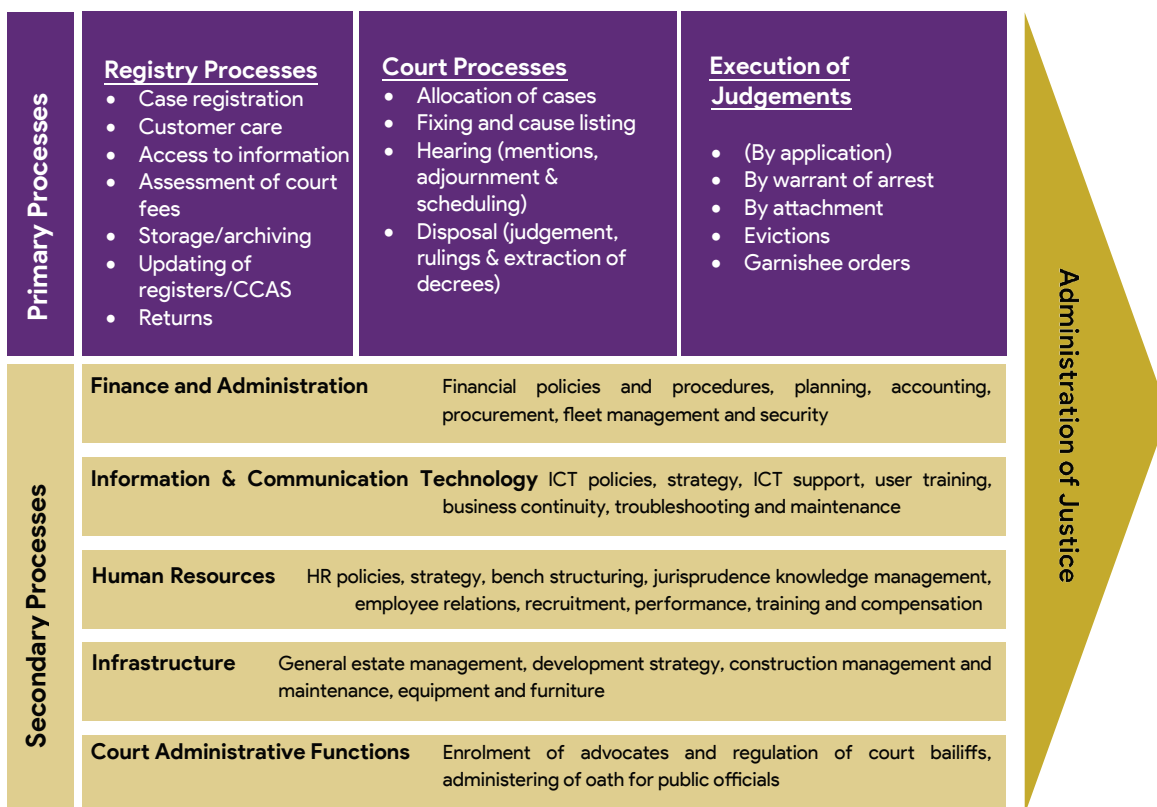
Stakeholder	Stakeholder expectations of Judiciary	The role of the Judiciary in meeting expectations	Assistance required by Judiciary from stakeholder
	<ul style="list-style-type: none"> <li>• Transparency and accountability</li> <li>• Creation of a culture that supports access to justice</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a zero-tolerance approach to corruption.</li> <li>• Provide relevant information and feedback</li> <li>• Promote access to justice</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution to the growth of jurisprudence</li> </ul>
Ministry of Justice and Constitutional Affairs	<ul style="list-style-type: none"> <li>• Professionalism</li> <li>• Implementation of its constitutional mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Professionalism</li> <li>• Play role as stipulated in the Constitution</li> </ul>	<ul style="list-style-type: none"> <li>• Representation of the Judiciary in the Executive and Legislature</li> <li>• Professionalism</li> </ul>
Directorate of Public Prosecutions & Inspectorate of Government	<ul style="list-style-type: none"> <li>• Professionalism</li> <li>• Implementation of its constitutional mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure professional conduct by Judicial officers</li> <li>• Manage cases with efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Performance of roles as stipulated in the Constitution</li> <li>• Professionalism</li> </ul>
Law Development Centre	<ul style="list-style-type: none"> <li>• Strategic partnership</li> <li>• Transparency and accountability</li> <li>• Bar training placement opportunities</li> <li>• Access to information on judicial processes and procedures</li> <li>• Expeditious hearing of cases investigated</li> </ul>	<ul style="list-style-type: none"> <li>• Share human resource and knowledge gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Performance of role as stipulated in the Legal Education Act</li> <li>• Professionalism</li> </ul>
Uganda Police Force	<ul style="list-style-type: none"> <li>• Strategic partnership</li> <li>• Speedy determination of cases</li> </ul>	<ul style="list-style-type: none"> <li>• Manage cases with efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Speedy and thorough investigation of complaints</li> </ul>
Uganda Prisons Service	<ul style="list-style-type: none"> <li>• Strategic partnership</li> <li>• Speedy determination of cases</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure timely decision-making, advice and reporting</li> <li>• Professionalism and discharge of the mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Professionalism in conducting duties</li> <li>• Collaboration with the Judiciary and other stakeholders</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>• Prudent management of public resources</li> <li>• Ethical conduct</li> <li>• Transparency and accountability</li> <li>• Timely reporting</li> </ul>	<p>Implement strategic activities supported by Development Partners</p>	<ul style="list-style-type: none"> <li>• Regular consultations and engagements.</li> <li>• Cooperation and partnerships</li> <li>• Support to Judiciary programmes and projects.</li> <li>• Technical and financial support</li> <li>• Timely funding and support</li> <li>• Feedback</li> <li>• Participation in joint activities</li> <li>• Adherence to Judiciary priorities</li> <li>• Support to and trust in government systems</li> </ul>
Regional and International Bodies	<ul style="list-style-type: none"> <li>• Cooperation, collaboration and partnership</li> <li>• A structured framework for engagement and collaboration</li> </ul>	<p>Comply with regional and international standards regarding law and order and access to justice</p>	<ul style="list-style-type: none"> <li>• Benchmarking for best practices</li> <li>• Sharing of knowledge and experiences</li> <li>• Exchange programmes.</li> </ul>



## 2.5 Judiciary Value Chain

The Judiciary value chain as shown in Figure 6 below depicts the primary or core processes that convert inputs into suitable Judiciary administration services. It also indicates secondary processes that support the core Judiciary business. This value chain depicts ways in which access to justice can be enhanced throughout the 'chain of justice', that is, at the point of entry, during the judicial process and at its conclusion. It explores the modernisation of judicial administration including the role of ICT in courts, better communication and consultation, user-centric processes, judicial training and continuing professional development.

Figure 6: Judiciary Value Chain



Operational efficiency and quality service delivery depend on how efficient each component in the value chain is and how the various components work together. The challenges faced by the Judiciary in relation to the value chain are discussed below.

### 2.5.1 Primary Value Chain Components

#### a) Manual and inefficient registry systems

The Judiciary relies on records in administering justice. Inefficiencies in registry processes and slow uptake of technology impair the speed at which cases can be heard. Current registry challenges are associated with:

- (i) A slow archive and file management system that is mostly manual.
- (ii) Inability to access files and records remotely.
- (iii) Vulnerability of records to loss and/or mismanagement.

**b) Growing case backlog**

For decades, the growing backlog of cases has been a major challenge facing the Judiciary. As a result, courts resolve fewer cases and hardly succeed in improving disposal times. The estimated average time to decide cases is the time from filing to judgement yet in people's lives the problem will have started much earlier. The main backlog challenges faced by the Judiciary include:

- (i) The growing justice gap because of increasing demand compared to the supply of judicial services leading to an expanding number of unsolved problems.
- (ii) The slow processes, complex laws and adversarial procedures that impair the motivation of judges, lawyers, prosecutors and other justice workers, who would otherwise be highly motivated for their work.
- (iii) Regulation of remuneration of advocates which provides incentives for prolonging cases through adjournments as a way of maximising income.

**c) Execution of judgements**

This comprises all actions arising out of or connected with the enforcement of court orders through execution. There are challenges in obtaining rewards of litigation and they include:

- (i) Delays in vetting of court orders by Resident District Commissioners.
- (ii) Forged court orders being executed.
- (iii) Unlicensed bailiffs executing court orders.

**2.5.2 Secondary or Support Process Challenges****a) Inadequate infrastructure**

Infrastructure including court buildings, office space, amenities, furniture and fittings, is a critical enabler of access to justice. The distance to the nearest court building determines how easily citizens will access justice. In addition, court buildings ought to be safe, clean and convenient to use. They should offer waiting areas, adequate public space to complete forms and conduct negotiations. They should provide amenities for observation of standard operating procedures (SOPs) and ease of use by special types of users such as children, witnesses and victims, PWDs and pro se litigants. Judiciary staff too require a safe and comfortable working environment to discharge their duties. The Judiciary is faced with significant infrastructural problems mainly due to insufficient budgetary allocations. This is compounded by the high number of districts, which exacerbates the need for court infrastructure. Shortage of infrastructure puts access to justice beyond the reach of the underprivileged because it pushes up the cost of accessing the courts. The absence of sufficient infrastructure will compromise the ability to realise the Judiciary's goals.

**b) Insufficient ICT infrastructure to support Judiciary processes**

Information and Communication Technology (ICT) is a critical enabler of speed, efficiency, and responsiveness in the administration of justice. It offers opportunities for reconfiguring the functioning of justice that cannot be grasped without complex changes at the procedural, organisational and often cultural levels. ICT can be harnessed in registry automation, case tracking and management systems, and promoting e-justice. The current ICT capabilities of the Judiciary are constrained by limited coverage of ICT infrastructure, poor internet connectivity, inadequate ICT equipment, limited user training and support, and erratic power supply. However, the Judiciary has seen upgrades in its ICT infrastructure in the immediate past following the formulation of the ICT Strategy. Addressing the remaining ICT challenges will require the operationalisation of an integrated e-justice

system with case management capacities to support e-Filing, e-Payment, e-Service, case tracking, e-Diary, e-Cause list, e-Notifications, e-Case statistics, e-Court proceedings, among others. Other functions that would benefit from improved ICT capabilities include the document management system (case file digitisation), court recording and transcription system, video conferencing system and speech-to-text solution.

**c) Insufficient Human Resource structure and performance management system**

The administration of justice for all requires skilled and motivated judicial officers and support staff in addition to a robust performance management system to drive performance and accountability.

The main Human Resource-related challenges currently faced by the Judiciary include:

- (i) The inadequate number of judicial, administrative and support staff.
- (ii) Inadequate skills.
- (iii) The gaps in reporting and accountability relationships in the Judiciary institutional structure. A clear and coherent organisational structure is critical in defining the flow of tasks, reporting and accountability. The Judiciary is currently undergoing restructuring in line with the new legislation – the AJA 2020. Expeditious restructuring will boost the implementation of the JSPV.
- (iv) An inefficient performance management system. The Judiciary is currently reviewing its performance management system, which once implemented, will comprise a performance management policy, a performance reward framework and a performance assessment tool.

## 2.6 Summary of Emerging Issues and Implications

The preceding sections have highlighted a number of strategic issues with serious implications for the attainment of the objectives of the Judiciary under the NDPIII. Therefore the JSPV aims to address the following issues:

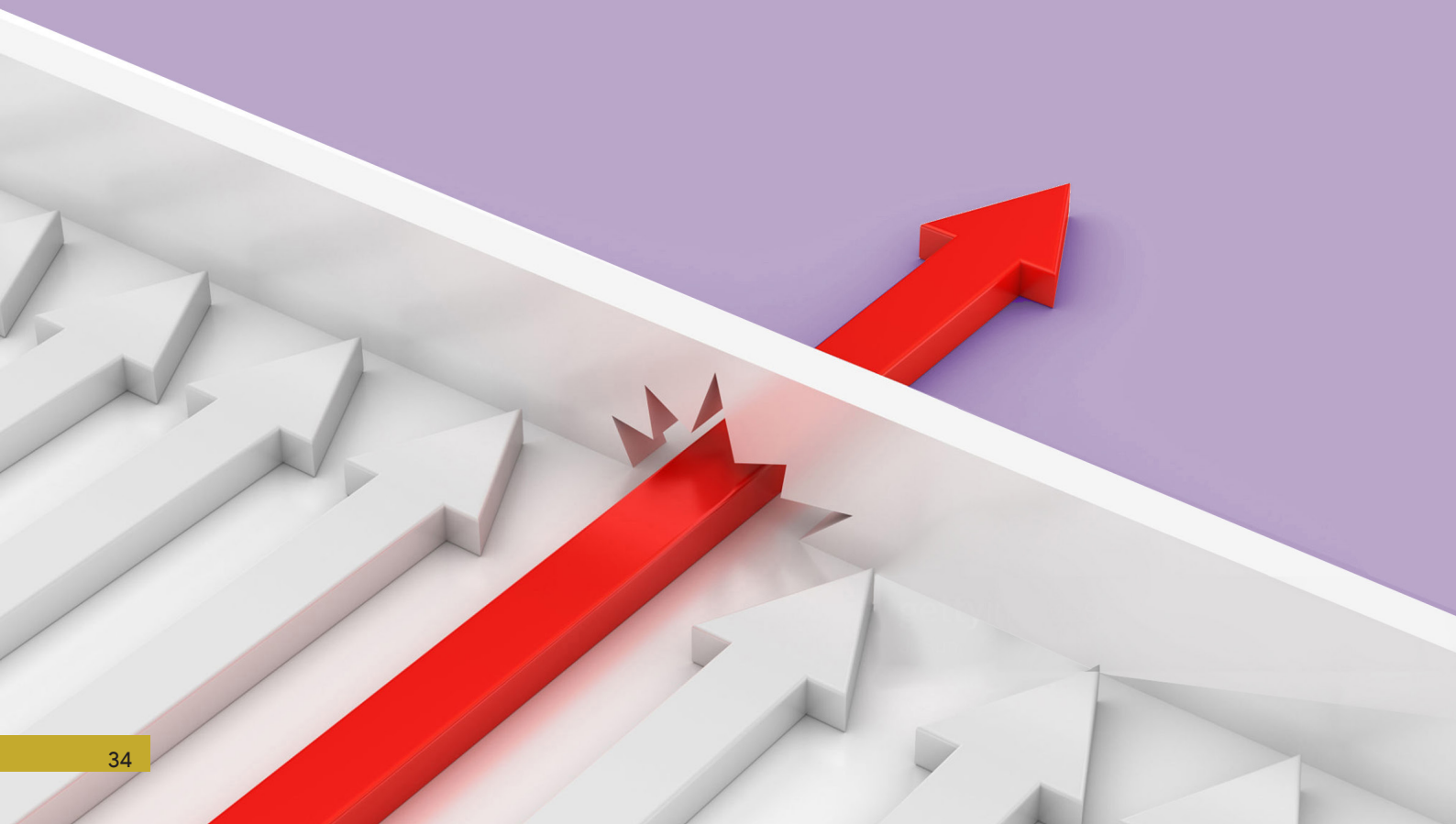
1. Limited access to justice.
2. Limited physical infrastructure.
3. Delays in the delivery of justice.
4. Governance and leadership gaps.
5. Human resource and performance gaps.
6. Limited use of ICT in the administration of justice.
7. Limited public awareness and a skewed perception about the Judiciary.
8. Limited resources.



# 3

CHAPTER

## THE JUDICIARY STRATEGIC DIRECTION



## 3.0 Introduction

This chapter describes the framework used in developing the Fifth Judiciary Strategic Plan. It describes the key elements of the plan, their relationships, and the relationships of the JSPV to other plans.

### 3.1 Vision

The vision of the Judiciary is: ‘**Justice for all**’.

### 3.2 Mission

The mission of the Judiciary is: ‘**To efficiently and effectively administer justice**’. In pursuit of its mission, the Judiciary will work closely with all stakeholders; promote an organisational culture of innovation, learning and continuous improvement; and lead the process of transformation among the justice, law and order value chain institutions.

### 3.3 Core Values

**Independence:** The Judiciary will ensure that it operates freely in its own best judgement, without taking directives from, or being controlled by, any person or authority. We will uphold and exemplify the independence of the Judiciary in its individual and institutional aspects.

**Impartiality:** We uphold that justice must not merely be done but must also be seen to be done. Judicial Officers shall perform judicial duties without fear, favour, ill-will, bias, or prejudice.

**Transparency:** The Judiciary will be open at all times in dealing with all partners in the administration of justice, documenting its operations and freely disseminating information. The Judiciary will endeavour to win the confidence and trust of all Ugandans and the international community through the quality of its services.

**Professionalism:** The Judiciary will endeavour to have well-trained, professionally competent and self-confident staff that will administer justice to all.

**Integrity:** The Judiciary will carry out its activities in an honest and truthful manner, and will take all reasonable measures to prevent wilful wrongdoing by its officials. Our behaviour and conduct will re-affirm the people’s faith in the integrity of the Judiciary.

**Accountability:** The Judiciary will take full responsibility for its actions, and will always be answerable to the people of Uganda and to its partners.

**Equality:** The Judiciary will uphold the principles of equality, equal opportunities and affirmative action in respect to gender and other disadvantaged groups. We shall accord equal treatment to all persons who appear in court, without distinction on unjust discrimination based on the grounds of sex, colour, race, ethnicity, religion, age, social or economic status, political opinion, or disability.

### 3.4 Goal of the Judiciary

The goal of the Judiciary under JSPV is: ‘To improve business processes for improved efficiency and effectiveness in the administration of justice’. This goal is in line with the NDP III aspiration of strengthening adherence to the rule of law and safety of persons and property. This goal also speaks to the views of court users during the JSPIV review who rated expeditious disposal of cases as the leading priority for the next strategic plan. The interventions under the strategic objectives are aimed at achieving the outcomes highlighted in Table 7 below.

**Table 7: Key Outcome Results of the JSPV**

Outcomes	Indicators	Baselines FY 2019/20	Targets FY 2024/25
Increased coverage of Judiciary services	Proportion of operational courts	51%	71%
Increased productivity of judicial officers	Average number of cases disposed of per judicial officer annually	309	440
Increased case disposal	Annual disposal rate of cases	45%	60%
Reduced lead times/ turnaround times in the disposal of cases	The average time in days taken from filing to disposal of cases	1,164	1,014
Reduced case backlog in the court system	Percentage of backlog cases in the court system	48%	28%
Increased satisfaction of court users	Percentage of court users rating confidence in courts as high to very high	52%	67%

### 3.5 Strategic Objectives

The objectives of the Judiciary under JSPV aim at addressing the strategic issues identified in Chapter 2. They are:

1. To enhance equitable access to Judiciary services.
2. To improve court processes and case management.
3. To strengthen the use of information and communication technology in the administration of justice.
4. To develop and support the Judiciary workforce and institutional capacity.
5. To improve coordination, partnerships and accountability.
6. To improve public awareness and the image of the Judiciary.
7. To enhance resource mobilisation and management.



## 3.6 Interventions

### 3.6.1 Enhance Equitable Access to Judiciary Services

Access to justice is about the ability of people to seek and obtain a remedy through formal or informal processes for grievance redress in compliance with the law and human rights standards. It entails legal awareness, protection, access to legal aid and counsel, adjudication, enforcement and ultimately accountability. The Judiciary, being the custodian of justice in Uganda as mandated by the Constitution, must eliminate the barriers that hinder access to justice by ensuring proximity of courts, simplifying court procedures for court users and alleviating barriers to access to judicial services faced by different categories of people such as PWDs, children, women, and other marginalised groups.

Under this objective, the Judiciary will seek to improve physical access to its services and proximity to courts; increase functional access to services; and promote people-centred court services and processes. Taking into account considerations in the institutional analysis, the Judiciary will pursue the strategic path detailed below.

**Table 8: Interventions, Outputs and Actions to Enhance Equitable Access to Judiciary Services**

Interventions	Outputs	Action	Responsibility Persons	
<b>Strategic Objective 1: To enhance equitable access to Judiciary services</b>				
1.1 Improve physical access to Judiciary services and proximity to courts.	Judiciary infrastructure master plan developed	Develop the Judiciary infrastructure master plan	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> <li>Chief Registrar</li> </ul>	
	Land acquired and land titles processed	Acquire land and process land titles	<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>	
	Ongoing court building construction projects completed	Complete the construction of Supreme Court and Court of Appeal building	Complete the construction of the Mukono High Court building	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
			Complete the construction of Chief Magistrates Court buildings (Kamwenge, Butambala and Mayuge)	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Complete the construction of Magistrates Grade I Court buildings (Kole, Rubirizi, Buhweju, Sheema and Sembabule)	Complete the construction of Magistrates Grade I Court buildings (Kole, Rubirizi, Buhweju, Sheema and Sembabule)	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
			Construct Regional Court of Appeal Centres	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	New court buildings constructed	Construct Regional Court of Appeal Centres	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>	

Intervations	Outputs	Action	Responsibility Persons
<b>Strategic Objective 1: To enhance equitable access to Judiciary services</b>			
		Construct High Court Circuit buildings	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Construct Chief Magistrate Court buildings	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Construct Magistrate Grade 1 Court buildings	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Construct institutional houses in hard-to-reach/ hard-to-live areas	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	The Judiciary archives building constructed	Construct the Judiciary archives	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management</li> </ul>
	Court buildings and institutional houses renovated	Renovate High Court circuits and divisions	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Renovate Chief Magistrate courts	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Renovate Magistrate Grade One courts	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	Courts rehabilitated to accommodate people with special needs	Rehabilitate toilets to accommodate people with special needs	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Rehabilitate courts to accommodate ramps	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	Breastfeeding and children’s playrooms established	Establish breastfeeding and children’s playrooms	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Under Secretary, Finance and Administration</li> </ul>
	Standard signage for all courts and court offices set up	Set up standard signage for all courts and court offices	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> <li>Registrar, Public Relations &amp; Communications</li> </ul>
	Water harvesting tanks constructed	Construct water harvesting tanks	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>

Interventions	Outputs	Action	Responsibility Persons
<b>Strategic Objective 1: To enhance equitable access to Judiciary services</b>			
	Courts and offices equipped with adequate furniture	Provide adequate furniture for courts and offices	<ul style="list-style-type: none"> <li>• Commissioner, Engineering &amp; Technical Services Department</li> <li>• Under Secretary, Finance &amp; Administration</li> <li>• Chief Registrar</li> </ul>
	Alternative sources of power provided	Equip courts with generators	<ul style="list-style-type: none"> <li>• Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Equip courts with solar systems	<ul style="list-style-type: none"> <li>• Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	Site visits/ inspections conducted	Conduct site visits/ inspection	<ul style="list-style-type: none"> <li>• Commissioner, Engineering &amp; Technical Services Department</li> </ul>
1.2 Increase functional access to Judiciary services.	Regional Courts of Appeal gazetted and operationalised	Gazette Regional Courts of Appeal	<ul style="list-style-type: none"> <li>• Deputy Chief Justice</li> </ul>
		Operationalise Regional Courts of Appeal	<ul style="list-style-type: none"> <li>• Deputy Chief Justice</li> </ul>
	Six High Court circuits operationalised	Operationalise the six non-operational High Court circuits	<ul style="list-style-type: none"> <li>• Principal Judge</li> </ul>
	Magisterial areas re-gazetted	Re-gazette magisterial areas	<ul style="list-style-type: none"> <li>• Chief Registrar</li> </ul>
	Magistrate courts operationalised	Operationalise Chief Magistrate courts	<ul style="list-style-type: none"> <li>• Chief Registrar</li> </ul>
		Operationalise Magistrate Grade I courts	<ul style="list-style-type: none"> <li>• Chief Registrar</li> </ul>
	Specialised courts at the High Court circuits established	Establish specialised land courts at High Court circuits	<ul style="list-style-type: none"> <li>• Principal Judge</li> </ul>
		Establish specialised commercial courts at High Court circuits	<ul style="list-style-type: none"> <li>• Principal Judge</li> </ul>
		Establish specialised family courts at High Court circuits	<ul style="list-style-type: none"> <li>• Principal Judge</li> </ul>
		Establish specialised anti-corruption courts at High Court circuits	<ul style="list-style-type: none"> <li>• Principal Judge</li> </ul>

Intervations	Outputs	Action	Responsibility Persons
<b>Strategic Objective 1: To enhance equitable access to Judiciary services</b>			
	Mobile courts established	Establish mobile courts in refuqee camps	• Chief Registrar
	Court fees reviewed	Review court fees	• Chief Registrar
	The pecuniary jurisdiction of magistrates reviewed	Review pecuniary jurisdiction of magistrates	• Chief Registrar
	Sign language and Braille services at all High Court circuits provided	Provide sign language services at all High Court circuits	• Chief Registrar
		Provide Braille services at all High Court circuits	• Chief Registrar
	Judiciary documents translated into Braille and local languages	Translate Judiciary documents into Braille and local languages	• Chief Registrar • Registrar, Public Relations & Communications
1.3 Promote people-centred court services and processes.	Dissemination campaigns about the Judiciary and its services conducted	Conduct campaigns on the Judiciary and its services	• Chief Registrar • Registrar, Public Relations & Communications
	Functional information desks at courts established and maintained	Establish functional information desks at courts	• Registrar, Public Relations & Communications • Commissioner, Engineering & Technical Services Department • Under Secretary, Finance & Administration
	Functional suggestion boxes established at courts	Establish functional suggestion boxes at courts	• Under Secretary, Finance & Administration • Registrar, Inspectorate of Courts
	E-Boards established at High Court circuits and Chief Magistrate courts	Establish E-Boards at High Court circuits and Chief Magistrate courts	• Commissioner, Information & Communication Technology Department

### 3.6.2 Improve Court Processes and Case Management

The Constitution requires the Judiciary to ensure justice is not delayed. Delays create extra work, are a human rights risk and undermine confidence in the judicial system. The Judiciary, however, faces challenges in its attempt to expeditiously deliver justice including a large backlog, inadequate number of judicial officers and other staff, as well as inefficient processes that worsen the case backlog situation.

To realise improved turnaround time for cases, the justice system will have to strengthen the legal and policy framework for efficient delivery of justice; undertake deliberate efforts to reduce case backlog; strengthen the inspectorate function; and strengthen stakeholder engagement and coordination for timely determination of cases.

**Table 9: Interventions, Outputs and Actions to Improve Court Processes and Case Management**

Interventions	Outputs	Action	Responsibility Centres
<b>Strategic Objective 2: To improve court processes and case management</b>			
2.1 Strengthening the legal and policy framework for efficient delivery of justice.	Court rules, procedures, regulations and guidelines developed and outdated ones reviewed	Develop court rules, procedures, guidelines and regulations.	• Chief Registrar
		Develop regulations to implement the Administration of Judiciary Act	• Chief Registrar
		Review outdated court rules, procedures, guidelines, and regulations	• Chief Registrar
	Registry operations manual developed	Develop the registry operations manual	• Chief Registrar
2.2 Enhance the capacity of courts for timely adjudication of cases.	Transport equipment for locus in quo visits, process service, inspection, and for entitled officers procured	Procure vehicles	• Under Secretary, Finance and Administration
		Procure motorcycles	• Under Secretary, Finance and Administration
		Procure boats for courts on islands	• Under Secretary, Finance and Administration
	Access to reference materials improved	Provide library space at courts	• Commissioner, Engineering & Technical Services Department
			• Chief Registrar
		Stock libraries with reference materials	• Under Secretary, Finance & Administration
			• Chief Registrar
Subscribe to e-Libraries	• Principal Librarian		
	• Chief Registrar		
Support operations of Uganda Legal Information Institute (ULII)	• Commissioner, Information & Communication Technology Department		
	• Principal Librarian		
2.3 Dispose of cases at all court levels.	Case disposal targets reviewed, set and monitored	Support operations of Uganda Legal Information Institute (ULII)	• Chief Registrar
		Review, set and monitor case disposal targets	• Deputy Registrar, Law Reporting
			• Chief Registrar
			• Registrar, Planning, Research and Development

Interventions	Outputs	Action	Responsibility Centres
<b>Strategic Objective 2: To improve court processes and case management</b>			
			<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
	Cases at the Supreme Court disposed of	Dispose of cases at Supreme Court	<ul style="list-style-type: none"> <li>Chief Justice</li> <li>Registrar, Supreme Court</li> </ul>
	Cases at the Court of Appeal disposed of	Dispose of cases at Court of Appeal	<ul style="list-style-type: none"> <li>Deputy Chief Justice</li> <li>Registrar, Court of Appeal</li> </ul>
	Cases at the High Court disposed of.	Dispose of cases at High Court	<ul style="list-style-type: none"> <li>Principal Judge</li> <li>Registrar, High Court</li> </ul>
	Cases at the chief magistrates courts disposed of	Dispose of cases at chief magistrates courts	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
	Cases at the Magistrates Grade I courts disposed of	Dispose of cases at Magistrates grade I courts	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
	Cases at the Magistrates Grade II courts disposed of	Dispose of cases at Magistrates Grade II courts	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
2.4 Reduce case backlog.	Annual case backlog census undertaken	Conduct case backlog census	<ul style="list-style-type: none"> <li>Registrar, High Court</li> </ul>
	Judiciary case backlog reduction strategy developed and implemented	Develop the Judiciary case backlog reduction strategy	<ul style="list-style-type: none"> <li>Registrar, High Court</li> </ul>
		Produce case backlog reduction progress report	<ul style="list-style-type: none"> <li>Registrar, High Court</li> </ul>
	Backlog case disposal targets set and monitored	Set backlog case disposal targets	<ul style="list-style-type: none"> <li>Registrar, High Court</li> </ul>
		Monitor backlog case disposal	<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, Planning Research &amp; Development</li> </ul>
	Backlog cases completed through sessions	Conduct backlog reduction sessions at Supreme Court	<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, Supreme Court</li> </ul>
		Conduct backlog reduction sessions at the Court of Appeal	<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, Court of Appeal</li> </ul>
		Conduct backlog reduction sessions at High Court	<ul style="list-style-type: none"> <li>Registrar, High Court</li> </ul>
		Conduct backlog reduction sessions at chief magistrates courts	<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
		Conduct backlog reduction sessions at magistrate grade I courts	<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>



Interventions	Outputs	Action	Responsibility Centres		
<b>Strategic Objective 2: To improve court processes and case management</b>					
	Plea bargaining programme rolled out and implemented	Roll out plea bargaining to courts and prisons around the country	<ul style="list-style-type: none"> <li>• Principal Judge</li> <li>• Registrar, High Court</li> </ul>		
		Set targets on disposal of cases through plea bargaining	<ul style="list-style-type: none"> <li>• Principal Judge</li> <li>• Registrar, High Court</li> </ul>		
		Conduct plea bargaining sessions at High Court circuits and divisions	<ul style="list-style-type: none"> <li>• Principal Judge</li> <li>• Registrar, High Court</li> </ul>		
		Sensitisation and awareness of the public on plea bargaining	<ul style="list-style-type: none"> <li>• Principal Judge</li> <li>• Registrar, High Court</li> </ul>		
	Alternative Dispute Resolution (ADR) mechanisms strengthened	Establish and equip mediation spaces at courts	Accredit mediators	<ul style="list-style-type: none"> <li>• Commissioner, Engineering &amp; Technical Services Department</li> <li>• Under Secretary, Finance &amp; Administration</li> <li>• Commissioner, Information Communication and Technology Department</li> <li>• Registrar, ADR</li> </ul>	
			Conduct mediation sensitisation and awareness	<ul style="list-style-type: none"> <li>• Registrar, ADR</li> <li>• Registrar, Public Relations and Communications</li> </ul>	
			Monitor the performance of accredited mediators	<ul style="list-style-type: none"> <li>• Registrar, ADR</li> </ul>	
			Conduct sensitisation and awareness of the public on the Small Claims Procedure	<ul style="list-style-type: none"> <li>• Registrar, ADR</li> <li>• Registrar Public Relations and Communications</li> </ul>	
			Develop a reward and recognition strategy for judicial officer and Small Claims Procedure court station	<ul style="list-style-type: none"> <li>• Registrar, ADR</li> </ul>	
			Roll out the Small Claims Procedure to all magistrate courts	<ul style="list-style-type: none"> <li>• Registrar, ADR</li> </ul>	
			Train judicial and non-judicial officers in the Small Claims Procedure	<ul style="list-style-type: none"> <li>• Registrar, ADR</li> <li>• Registrar, Human Resource Development &amp; Training</li> </ul>	
			Conduct on-station Small Claims Procedure coaching sessions at courts	<ul style="list-style-type: none"> <li>• Registrar, ADR</li> </ul>	
			Adjudication of gender-based violence cases strengthened	Conduct special court sessions for gender-based violence cases	<ul style="list-style-type: none"> <li>• Registrar, High Court</li> </ul>

Interventions	Outputs	Action	Responsibility Centres	
<b>Strategic Objective 2: To improve court processes and case management</b>				
		Train judicial officers in the management of gender-based violence cases	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> </ul>	
	Specialised Court to handle infrastructure, environmental and climate change-related cases established	Conduct special Court sessions for infrastructure, environmental and climate change related cases	<ul style="list-style-type: none"> <li>Registrar, High Court</li> </ul>	
		Train judicial officers in the management of infrastructure, environmental and climate change related cases	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> </ul>	
2.5 Strengthen the inspectorate function.	The capacity of the Inspectorate of Courts reinforced	Establish and operationalise regional offices	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>	
		Conduct training in monitoring and specialised investigation skills	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> <li>Registrar, Human Resource Development &amp; Training</li> </ul>	
	Supervision of courts enhanced	Develop an annual court inspection plan	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>	
		Monitor performance on the annual court inspection plan (inspections)	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>	
		Conduct support supervision and ad hoc field inspections for all courts	<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> <li>Registrar, Inspectorate of Courts</li> </ul>	
	Service delivery standards and the Judiciary Client Charter promoted	Develop service delivery standards for courts	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>	
		Monitor compliance with service delivery standards	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>	
		Conduct peer review committee activities	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>	
		Conduct quality assurance visits	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>	
		Conduct disciplinary committee meetings	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>	
	Judiciary anti-corruption strategy developed and monitored	Conduct integrity committee meetings	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>	
		Develop the Judiciary anti-corruption strategy	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>	
			Monitor the implementation of the Judiciary anti-corruption strategy	<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>
	2.6 Strengthen stakeholder engagement and	Chain-linked committee framework strengthened	Hold regional chain-linked (RCC) committee meetings in all High Court circuits	<ul style="list-style-type: none"> <li>Registrar, High Court</li> </ul>

Interventions	Outputs	Action	Responsibility Centres
<b>Strategic Objective 2: To improve Court processes and case management</b>			
coordination for timely determination of cases.		Hold district chain linked (DCC) committee meetings in all magistrate Courts	• Registrar, Magistrates Affairs & Data Management
	Court user meetings strengthened	Hold Court users meetings	• Registrar, High Court
	Local Council Courts supervised	Facilitate magistrate Courts to supervise Local Council Courts	• Registrar, Magistrates Affairs & Data Management

### 3.6.3 Strengthen the Use of Information and Communication Technology in the Administration of Justice

Advances in ICT present opportunities to make justice more accessible, transparent and effective. The Judiciary recognises the potential of ICT to revolutionise the administration of justice by automating registries and other court processes including case filing and management, record keeping and archiving, court management, court fee payment system and court hearings via teleconferencing. Over the JSPV period, the Judiciary will aim at further enhancing the use of ICT in the administration of justice through strengthening the Judiciary ICT regulatory environment (policies, procedures and laws), automation of registries and other court processes and enhancing ICT capacity to facilitate secure, reliable and efficient services.

**Table 10: Interventions, Outputs and Actions to Strengthen the Use of Information and Communication Technology in Administration of Justice**

Interventions	Outputs	Action	Responsibility Persons
<b>Strategic Objective 3: To strengthen the use of information and communication technology in administration of justice</b>			
3.1 Strengthening Judiciary ICT legal and regulatory environment.	Judiciary ICT policy reviewed	Review the Judiciary ICT policy	• Commissioner, ICT Department
	Judiciary backup, disaster recovery, and business continuity strategy developed	Develop a Judiciary backup, disaster recovery, and business continuity strategy	• Commissioner, ICT Department
	Digital document policy developed	Develop a digital document policy	• Commissioner, ICT Department
	Legal and regulatory framework to support electronic filing and automatic court recording and transcription developed and implemented	Review, develop and implement laws to support electronic filing and automatic court recording and transcription	• Chief Registrar • Commissioner, ICT Department
3.2 Automation of registries and other court processes.	Electronic document management systems established	Establish electronic document management systems	• Commissioner, ICT Department
	Court kiosks at operational High Court circuits and Courts of Appeal installed	Install court kiosks at all operational High Court circuits and Courts of Appeal	• Chief Registrar • Commissioner, ICT Department

Intervations	Outputs	Action	Responsibility Persons	
<b>Strategic Objective 3: To strengthen the use of information and communication technology in administration of justice</b>				
	Electronic Court Case Management Information System (ECCMIS) designed, developed, deployed, implemented and maintained	Design, develop, deploy, implement and maintain ECCMIS	• Commissioner, ICT Department	
	ECCMIS rolled out	Roll out ECCMIS	• Commissioner, ICT Department	
	Registries interconnected	Establish interconnectivity of registries	• Commissioner, ICT Department	
	Equipment for registry operations provided	Provide equipment for registries	• Commissioner, ICT Department	
	Digital court recording and transcription system rolled out	Roll out digital court recording and transcription system	• Commissioner, ICT Department	
	Video conferencing system rolled out to Courts of Appeal, High Court circuits, High Court Divisions, Chief Magistrates courts	Roll out video conferencing system to 8 regional Courts of Appeal	• Commissioner, ICT Department	
		Roll out video conferencing system to 20 High Court circuits	• Commissioner, ICT Department	
		Roll out video conferencing system to all High Court divisions	• Commissioner, ICT Department	
		Roll out video conferencing system to 18 chief magistrates courts	• Commissioner, ICT Department	
	e-Court fee payment system developed and implemented	Develop and implement e-Court fee payment system	• Commissioner, ICT Department	
	Digital evidence presentation system rolled out to courts.	Roll out digital evidence presentation system to court	• Commissioner, ICT Department	
	3.3 Enhancing ICT capacity of the Judiciary.	ICT audit carried out	Undertake ICT audit	• Commissioner, ICT Department
		A strategy for promoting the use of ICT in administration of justice developed	Review and develop a strategy for promoting use of ICT in administration of justice	• Commissioner, ICT Department
		Judiciary ICT infrastructure master plan developed	Develop a Judiciary ICT infrastructure master plan	• Commissioner, ICT Department
Computers procured		Procure computers	• Commissioner, ICT Department	
Court stations connected to the internet		Install internet connectivity at court stations	• Commissioner, ICT Department	
ICT support to courts and Judiciary staff provided		Provide ICT support to courts and Judiciary	• Commissioner, ICT Department	

Intervations	Outputs	Action	Responsibility Persons
<b>Strategic Objective 3: To strengthen the use of information and communication technology in administration of justice</b>			
	ICT infrastructure routinely maintained and serviced	Undertake routine maintenance and servicing of ICT infrastructure	<ul style="list-style-type: none"> <li>• Commissioner, ICT Department</li> </ul>
	Access to required applications and software enabled	Enable access to required applications and software	<ul style="list-style-type: none"> <li>• Commissioner, ICT Department</li> </ul>
		Procure computer specialised application software like engineering design software (ArchCAD, AutoCAD, ProtaStructure, Geoslope, PlanSwift, AutoDesk Revit and MS Project)	<ul style="list-style-type: none"> <li>• Commissioner, ICT Department</li> <li>• Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	Judiciary staff trained on ICT	Undertake ICT training of Judiciary staff	<ul style="list-style-type: none"> <li>• Registrar, Human Resource Development &amp; Training</li> <li>• Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	ICT security for ICT systems and infrastructure maintained	Maintain ICT security of ICT systems and infrastructure	<ul style="list-style-type: none"> <li>• Commissioner, Engineering &amp; Technical Services Department</li> </ul>

### 3.6.4 Develop and Support the Judiciary Workforce and Institutional Capacity

Staff are the roots of any organisation through whom tangible achievements are made. The institutional and human resource capacity of organisations is an important determinant of their performance. For the Judiciary to deliver on its mandate, it is critical that it further develops and supports its workforce. During the strategic plan period, the Judiciary will seek to strengthen its human resource capacity; attract, develop, and retain staff; improve staff wellness; and provide a conducive work environment. The detailed strategic path for this goal is presented in Table 11 below.

**Table 11: Interventions, Outputs and Actions to Develop and Support the Judiciary Workforce and Institutional Capacity**

Intervations	Outputs	Action	Responsibility Persons
<b>Strategic Objective 4: To develop and support the Judiciary workforce and institutional capacity</b>			
4.1 Strengthen the human resource capacity	Judiciary staff structure reviewed	Review Judiciary staff structure	<ul style="list-style-type: none"> <li>• Permanent Secretary/ Secretary to the Judiciary</li> <li>• Chief Registrar</li> </ul>

Intervations	Outputs	Action	Responsibility Persons
<b>Strategic Objective 4: To develop and support the Judiciary workforce and institutional capacity</b>			
	Staffing gaps for justices, judges, registrars, magistrates, research officers <sup>4</sup> and non-judicial staff filled	Fill staffing gaps for justices of the Supreme Court	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Fill staffing gaps for justices of the Court of Appeal	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Fill staffing gaps for judges of the High Court	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Fill staffing gaps for registrars, deputy and assistant registrars	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Fill staffing gaps for chief magistrates	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Fill staffing gaps for magistrates grade I	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Fill staffing gaps for research officers	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Fill staffing gaps for non-judicial staff	<ul style="list-style-type: none"> <li>The Permanent Secretary/Secretary to the Judiciary</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Staff emoluments and retirement benefits paid	Pay staff emoluments and retirement benefits
4.2 Attract, retain, empower, and motivate staff.	Judiciary Service regulations developed	Develop of Judiciary Service regulations	<ul style="list-style-type: none"> <li>Permanent Secretary/ Secretary to the Judiciary</li> <li>Chief Registrar</li> </ul>
	Judiciary Human Resource Manual developed	Develop a Judiciary Human Resources Manual	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>
	A Judiciary staff rewards and sanctions framework developed and implemented	Develop a Judiciary rewards and sanctions framework	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Registrar, Inspectorate of Courts</li> </ul>
		Implement the Judiciary staff rewards and sanctions framework	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Registrar, Inspectorate of Courts</li> </ul>

<sup>4</sup> These will be phased out to Magistrates



Intervations	Outputs	Action	Responsibility Persons
<b>Strategic Objective 4: To develop and support the Judiciary workforce and institutional capacity</b>			
	The training function strengthened	Conduct staff training needs assessment	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Develop Judiciary staff training calendar	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Conduct staff training	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Provide human resource support supervision	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Conduct induction for new Judiciary staff	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Human Resource Management Department</li> </ul>
	Judiciary Deployment and Transfer Policy developed	Develop Judiciary Deployment and Transfer Policy	<ul style="list-style-type: none"> <li>Permanent Secretary/Secretary to the Judiciary</li> <li>Chief Registrar</li> <li>Registrar Human Resource Development &amp; Training</li> <li>Commissioner, Human Resource Management Department</li> </ul>
4.3 Improve staff wellness	HIV/AIDS Workplace Policy implemented	Support Judiciary staff living with HIV/AIDS	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>
		Conduct HIV/AIDS awareness campaigns	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>
		Popularise the HIV/AIDS Workplace Policy	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>
	Psycho-social support provided	Provide professional counselling services to Judiciary staff	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>
	The Anti-Sexual Harassment Policy implemented	Conduct Anti-Sexual Harassment Policy	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management</li> </ul>

Intervations	Outputs	Action	Responsibility Persons
<b>Strategic Objective 4: To develop and support the Judiciary workforce and institutional capacity</b>			
		awareness campaigns	Department
		Investigate sexual harassment complaints	<ul style="list-style-type: none"> <li>• Chief Registrar</li> <li>• Commissioner, Human Resource Management Department</li> </ul>
	The Judiciary Gender And Equity Policy reviewed and implemented	Review the Judiciary Gender and Equity Policy	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> </ul>
		Popularise the Judiciary Gender and Equity Policy	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> </ul>
	The Judiciary health insurance scheme implemented	Provide health insurance to all Judiciary staff	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Under Secretary, Finance and Administration Department</li> </ul>
	Judiciary health awareness activities conducted	Conduct health run/walk and aerobic sessions	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> </ul>
	Judiciary Occupational Health and Safety Policy developed and implemented	Customise the Occupational Health and Safety Policy	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> </ul>
4.4 Strengthen operational efficiency and effectiveness of records management in the Judiciary Service.	Judiciary Service records management manuals developed and disseminated	Develop the Records Centre Manual	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Chief Registrar</li> </ul>
		Develop the Retention and Disposal Manual	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Chief Registrar</li> </ul>
		Develop the Registry Manual	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Chief Registrar</li> </ul>
		Disseminate the Judiciary Records Centre Manual, the Retention and Disposal Manual and the Registry Manual	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Chief Registrar</li> </ul>
	Records centre established	Establish records centres in courts	<ul style="list-style-type: none"> <li>• Commissioner, Engineering &amp; Technical Services Department</li> <li>• Under Secretary, Finance and Administration</li> <li>• Commissioner, Human Resource Management Department</li> <li>• Chief Registrar</li> </ul>
	Management of records automated	Automate records management system	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Commissioner, ICT Department</li> </ul>

Intervations	Outputs	Action	Responsibility Persons
<b>Strategic Objective 4: To develop and support the Judiciary workforce and institutional capacity</b>			
			<ul style="list-style-type: none"> <li>• Chief Registrar</li> </ul>
	Registry classification scheme reviewed	Review registry classification scheme	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Chief Registrar</li> </ul>
	Reorganisation of registries/records centres	Procure records storage facilities	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Chief Registrar</li> </ul>
		Conduct registry audits	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Chief Registrar</li> </ul>
		Inspect court registries and records centres	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Chief Registrar</li> </ul>
		File conservation and preservation	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Chief Registrar</li> </ul>
4.5 Provide a safe and conducive work environment.	Court premises managed	Provide cleaning services in all court premises	<ul style="list-style-type: none"> <li>• Under Secretary, Finance and Administration</li> </ul>
		Manage rented premises	<ul style="list-style-type: none"> <li>• Under Secretary, Finance and Administration</li> </ul>
		Identify, customise and align rented buildings to Judiciary business	<ul style="list-style-type: none"> <li>• Under Secretary, Finance and Administration</li> </ul>
	Environmental activities mainstreamed	Conduct sensitisation on awareness, planting of trees and flowers	<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> </ul>
	Judiciary assets managed	Develop a three-year asset management strategy	<ul style="list-style-type: none"> <li>• Under Secretary, Finance and Administration</li> </ul>
		Update the Judiciary asset register	<ul style="list-style-type: none"> <li>• Under Secretary, Finance and Administration</li> </ul>
		Dispose of assets	<ul style="list-style-type: none"> <li>• Under Secretary, Finance and Administration</li> <li>• Assistant Commissioner, Procurement &amp; Disposal</li> </ul>
	Security of court premises and designated residences improved	Provide security personnel at all court premises and designated residences	<ul style="list-style-type: none"> <li>• Under Secretary, Finance and Administration</li> </ul>
		Procure and install CCTV systems for courts	<ul style="list-style-type: none"> <li>• Commissioner, Engineering &amp; Technical Services Department</li> <li>• Commissioner, ICT Department</li> </ul>
		Procure walk-through scanners for courts	<ul style="list-style-type: none"> <li>• Under Secretary, Finance and Administration</li> </ul>
		Procure metal detectors for courts	<ul style="list-style-type: none"> <li>• Under Secretary, Finance and Administration</li> </ul>

Intervations	Outputs	Action	Responsibility Persons
<b>Strategic Objective 4: To develop and support the Judiciary workforce and institutional capacity</b>			
		Procure fire suppression systems for courts.	• Under Secretary, Finance and Administration
		Procure luggage scanner for Supreme Court, Court of Appeal, High Court	• Under Secretary, Finance and Administration
		Procure under-carriage security search mirrors	• Under Secretary, Finance and Administration
		Induct court orderlies and guards	• Commissioner, Human Resource Management Department  • Registrar, Human Resource Development & Training
	Fleet management information system established	Establish the fleet management information system	• Under Secretary, Finance and Administration • Commissioner, ICT Department
	Judiciary fleet, motorcycles and boats maintained	Maintain Judiciary fleet, motorcycles and boats	• Under Secretary, Finance and Administration

### 3.6.5 Improve Coordination, Partnerships and Accountability

Strong coordination, partnerships and accountability are critical for fulfilling the constitutional mandate of the Judiciary. Over the JSPV period, the Judiciary will aim at strengthening coordination with stakeholders, partnerships as well as accountability and performance management. The detailed strategic path for this goal is presented in Table 12 below.

**Table 12: Interventions, Outputs and Actions to Improve Coordination, Partnerships and Accountability**

Intervations	Outputs	Activities	Responsibility Persons
<b>Strategic Objective 5: To improve coordination, partnerships and accountability</b>			
5.1 Strengthen coordination with stakeholders.	The Judiciary Council operationalised	Develop the Judiciary Council rules of procedure	• Chief Registrar
		Hold Judiciary Council meetings	• Chief Registrar
		Conduct Judiciary Council activities	• Chief Registrar
	Judiciary committees operationalised in line with AJA 2020	Operationalise the Planning, Development and Finance Committee	• Permanent Secretary/ Secretary to the Judiciary • Chief Registrar
		Operationalise the Human Capital Development, Gender and Equity Mainstreaming Committee	• Permanent Secretary/ Secretary to the Judiciary • Chief Registrar

Intervations	Outputs	Activities	Responsibility Persons	
<b>Strategic Objective 5: To improve coordination, partnerships and accountability</b>				
5.2 Strengthen partnerships.		Operationalise the Information, Communication Technology and Documentation Committee	<ul style="list-style-type: none"> <li>Permanent Secretary/ Secretary to the Judiciary</li> <li>Chief Registrar</li> </ul>	
		Operationalise the Audit Committee	<ul style="list-style-type: none"> <li>Permanent Secretary/ Secretary to the Judiciary</li> <li>Chief Registrar</li> </ul>	
	Administration of Justice Programme engagements participated in	Participate in the Administration of Justice Programme engagements	<ul style="list-style-type: none"> <li>Permanent Secretary/ Secretary to the Judiciary</li> <li>Chief Registrar</li> </ul>	
	Engagements with development partners participated in	Participate in engagements with development partners	<ul style="list-style-type: none"> <li>Permanent Secretary/ Secretary to the Judiciary</li> <li>Chief Registrar</li> </ul>	
	Justice, law and order engagement activities participated in	Participate in justice, law and order stakeholder engagements	<ul style="list-style-type: none"> <li>Permanent Secretary/ Secretary to the Judiciary</li> <li>Chief Registrar</li> </ul>	
5.3 Strengthen accountability and performance management.	The Judiciary Performance Enhancement Tool (PET) operationalised	Engagements with academia participated in	Participate in engagements with academia	<ul style="list-style-type: none"> <li>Permanent Secretary/ Secretary to the Judiciary</li> <li>Chief Registrar</li> </ul>
			Carry out training of trainers in the use of PET	<ul style="list-style-type: none"> <li>Registrar, Planning, Research &amp; Development</li> </ul>
			Develop weighting system for the PET	<ul style="list-style-type: none"> <li>Registrar, Planning, Research &amp; Development</li> </ul>
			Roll out the Judiciary PET	<ul style="list-style-type: none"> <li>Registrar, Planning, Research &amp; Development</li> </ul>
			Train court users, prosecutors, public and advocates on PET surveys in the pilot courts	<ul style="list-style-type: none"> <li>Registrar, Planning, Research &amp; Development</li> <li>Registrar, Human Resource Development &amp; Training</li> </ul>
			Sensitise key stakeholders on the PET	<ul style="list-style-type: none"> <li>Registrar, Planning, Research &amp; Development</li> </ul>
			Manage the PET	<ul style="list-style-type: none"> <li>Registrar, Planning, Research &amp; Development</li> </ul>
			Conduct staff performance appraisal	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Chief Registrar</li> </ul>
	Biometric time attendance machines installed at courts	Install biometric time attendance machines at courts	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>	

Interventions	Outputs	Activities	Responsibility Persons
<b>Strategic Objective 5: To improve coordination, partnerships and accountability</b>			
		Analyse data of biometric machines	<ul style="list-style-type: none"> <li>• Commissioner, ICT Department</li> <li>• Commissioner, Human Resource Management Department</li> <li>• Commissioner, ICT Department</li> </ul>
	Court user satisfaction survey conducted	Conduct a court user satisfaction survey	<ul style="list-style-type: none"> <li>• Registrar, Inspectorate of Courts</li> <li>• Registrar, Planning, Research &amp; Development</li> </ul>
	Judiciary public events held	Hold the New Law Year ceremony	• Chief Registrar
		Hold the Annual Judges' Conference	• Registrar, Human Resource Development & Training
		Hold the Benedicto Kiwanuka Memorial Lecture	• Chief Registrar
		Hold the Annual Magistrates Conference	• Registrar, Magistrates Affairs & Data Management
	Annual report of the Judiciary/state of the Judiciary report prepared and published	Prepare and publish the annual report of the Judiciary/state of the Judiciary report	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research &amp; Development</li> <li>• Commissioner, Policy &amp; Planning Department</li> </ul>
	The Judiciary call centre operationalised	Train call centre agents	<ul style="list-style-type: none"> <li>• Registrar, Human Resource Development &amp; Training</li> <li>• Registrar, Public Relations &amp; Communications</li> </ul>
		Provide feedback on complaints and inquiries	• Registrar, Public Relations & Communications

### 3.6.6 Improve Public Awareness and Image of the Judiciary

Public awareness and perception of judicial and court processes as well as client handling are key to strengthening the image of the Judiciary. The ability of courts to fulfil their mission and perform their functions is based on public trust and confidence in the Judiciary. That trust and confidence are earned by the Judiciary faithfully performing its duties and adhering to ethical standards. Public perception of the Judiciary is often affected by misunderstandings about the institutional role as well as attitudes toward court decisions on matters of public interest. Changes in social media and communication will continue to play a key role in how the Judiciary is portrayed and viewed by members of the public. These changes provide the Judiciary with an opportunity to communicate broadly with greater ease and at far less cost. However, they also present the



challenge of ensuring that Judiciary information is complete, accurate and timely. The growing role of media and social communication networks has placed additional pressure on public institutions, including the Judiciary, to provide information.

This plan includes strategies to enhance public trust, confidence and understanding of the Judiciary. During the strategic plan period, the Judiciary will seek to boost its image through strengthening participatory public engagement and promotion of its brand. The detailed strategic path for this goal under this plan is presented in Table 13 below.

**Table 13: Interventions, Outputs and Actions to Improve Public Awareness and Image of the Judiciary**

Interventions	Outputs	Activities	Responsibility Persons	
<b>Strategic Objective 6: To improve public awareness and image of the Judiciary</b>				
6.1 Strengthen participatory public engagement.	The Judiciary communication strategy developed	Develop and implement the Judiciary communication strategy	<ul style="list-style-type: none"> <li>• Chief Registrar</li> <li>• Registrar, Public Relations &amp; Communications</li> </ul>	
	Media for the Judiciary accredited	Accredit media for the Judiciary	<ul style="list-style-type: none"> <li>• Chief Registrar</li> <li>• Registrar, Public Relations &amp; Communications</li> </ul>	
	Court reporters trained	Train court reporters	<ul style="list-style-type: none"> <li>• Registrar, Human Resource Development &amp; Training</li> <li>• Registrar, Public Relations &amp; Communications</li> </ul>	
	Information-sharing platforms updated and maintained	Maintain and update information-sharing platforms	<ul style="list-style-type: none"> <li>• Chief Registrar</li> <li>• Registrar, Public Relations &amp; Communications</li> </ul>	
	Media engagements held		Hold TV talk shows	<ul style="list-style-type: none"> <li>• Chief Registrar</li> <li>• Registrar, Public Relations &amp; Communications</li> </ul>
			Hold radio talk shows	<ul style="list-style-type: none"> <li>• Chief Registrar</li> <li>• Registrar, Public Relations &amp; Communications</li> </ul>
6.2 Promote the Judiciary brand.	Judiciary information, education and communication materials and promotional items developed and disseminated	Develop and disseminate Judiciary information, education and communication materials and promotional items	<ul style="list-style-type: none"> <li>• Chief Registrar</li> <li>• Registrar, Public Relations &amp; Communications</li> </ul>	

### 3.6.7 Enhance Resource Mobilisation and Management

Inadequate and unpredictable funding is a major constraint faced by the Judiciary. Overcoming this challenge requires raising additional resources while ensuring and demonstrating efficient and effective use of the available ones. The AJA 2020 provided for the creation of the Judiciary Fund as a measure to increase funding and independence of the Judiciary. Over the JSPV period, the

Judiciary will seek to improve resource mobilisation and resource management in various ways. It will strengthen resource mobilisation; strengthen resource management; tightly coordinate and monitor implementation of the JSPV; strengthen policy, planning and budgeting; and develop and execute a Judiciary statistics strategy. A detailed strategic path for this goal is presented in Table 14 below.

**Table 14: Interventions, Outputs and Actions to Enhance Resource Mobilisation and Management**

Interventions	Outputs	Activities	Responsibility Persons	
<b>Strategic Objective 7: To enhance resource mobilisation and management</b>				
7.1 Strengthen resource mobilisation	Judiciary Fund operationalised	Operationalise the Judiciary Fund	<ul style="list-style-type: none"> <li>• Permanent Secretary/ Secretary to the Judiciary</li> </ul>	
	Project proposals and concept notes targeting new partnerships developed	Develop regulations to operationalise the Judiciary Fund	<ul style="list-style-type: none"> <li>• Permanent Secretary/ Secretary to the Judiciary</li> <li>• Chief Registrar</li> </ul>	
7.2 Strengthen the accounting system and resource management	Annual work plans aligned to the strategic plan	Develop project proposals and concept notes targeting new partnerships	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research and Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>	
	Financial statements prepared and submitted	Align annual work plans to the strategic plan	<ul style="list-style-type: none"> <li>• Commissioner, Policy and Planning Department</li> </ul>	
	Periodic procurement and disposal reports prepared and submitted	Prepare and submit financial statements	<ul style="list-style-type: none"> <li>• Under Secretary, Finance &amp; Administration</li> </ul>	
	Periodic performance report prepared and submitted	Prepare and submit periodic procurement and disposal reports	<ul style="list-style-type: none"> <li>• Assistant Commissioner, Procurement and Disposal</li> </ul>	
	Audit queries responded to	Prepare and submit a periodic performance report	<ul style="list-style-type: none"> <li>• Commissioner, Policy and Planning Department</li> </ul>	
	Internal audit reports produced	Respond to audit queries	<ul style="list-style-type: none"> <li>• Under Secretary, Finance and Administration Department</li> </ul>	
7.3 Coordinate and monitor implementation of the Judiciary Strategic Plan.	The JSPV disseminated	Produce internal audit reports	<ul style="list-style-type: none"> <li>• Assistant Commissioner, Internal Audit Department</li> </ul>	
	Managers coached on the alignment of work plans to the JSPV	Disseminate JSPV	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research &amp; Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>	
	Progress report on the performance of the JSPV prepared	Coach managers to align work plans to the JSPV	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research &amp; Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>	
	The Monitoring and evaluation function strengthened	Prepare progress report on the performance of the JSPV	Conduct monitoring and evaluation visits	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research &amp; Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
		Periodic review and update of the Judiciary monitoring and evaluation frameworks	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research and Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>	

Interventions	Outputs	Activities	Responsibility Persons
<b>Strategic Objective 7: To enhance resource mobilisation and management</b>			
		Collect data to validate work plan performance through surveys	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Develop the M&E action log and monitor the implementation of recommendations	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Prepare, document, review and submit periodic progress reports to relevant internal and external stakeholders	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Establish and update best practices for performance reporting, monitoring and evaluation	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Provide technical support to project development, data collection tools and project plans	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	Midterm review of JSPV conducted	Conduct midterm review of JSPV	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	End of term review of JSPV conducted	Conduct end of term review of JSPV	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	Budget consultative workshops held	Hold budget consultative workshops	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	Research on topical issues to inform policy/decision making undertaken	Undertake research on topical issues to inform policy/decision-making	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	Policy directives and circulars issued, followed up and implemented	Implement and follow up policy directives and circulars issued	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>

Intervations	Outputs	Activities	Responsibility Persons	
<b>Strategic Objective 7: To enhance resource mobilisation and management</b>				
7.4 Strengthen preparation and submission of policy and planning documents.	The Judiciary policy statement prepared and submitted to Parliament	Prepare and submit the Judiciary policy statement to Parliament	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>	
	The Judiciary budget framework paper prepared and submitted to MoFPED	Prepare and submit the Judiciary budget framework paper to MoFPED	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>	
	Judiciary performance report prepared and submitted	Prepare and submit Judiciary performance report	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>	
7.5 Develop and implement the Judiciary statistics strategy	Coordination and management of statistics institutionalised	Develop the Judiciary statistics strategy	<ul style="list-style-type: none"> <li>Commissioner, Policy and Planning Department</li> </ul>	
		Monitor implementation of the Judiciary strategy for statistics	<ul style="list-style-type: none"> <li>Commissioner, Policy and Planning Department</li> </ul>	
		Coach key stakeholders on the alignment of the statistical interventions to the Judiciary statistics strategy	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>	
		Conduct data management committee and technical meetings	<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>	
		Hold dialogues between key data producers and users	<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>	
	Cooperation and partnership with key players in the National Statistical System (NSS) broadened	Strengthen and formalise collaboration and cooperation arrangements between Judiciary and other stakeholders	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>	
		Strengthen partnerships with professional bodies and associations	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>	
		Develop a statistical capacity building/training plan	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Policy and Planning Department</li> </ul>	
	Human capital for statistical development across the Judiciary statistical system strengthened			

Interventions	Outputs	Activities	Responsibility Persons
<b>Strategic Objective 7: To enhance resource mobilisation and management</b>			
		Conduct gender-responsive statistical training for judicial, statistical and clerical staff	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Conduct skills and competency-based training in line with identified statistical capacity needs	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Conduct coaching and mentoring sessions in statistical production and services.	<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
	A robust statistical system developed and maintained	Conduct institutional surveys on statistical user requirements.	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Acquire data visualisation technologies	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Review the list of unmet statistical needs at the end of each financial year	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	A comprehensive case data management system developed	Document standards and guidelines for the compilation of administrative data.	<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
		Review, pre-test and print case registers to capture emerging data needs.	<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
		Update the available case management information systems to address emerging data needs	<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
		Conduct court case file census	<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
	A statistical quality culture in the Judiciary promoted	Profile statistical quality standards by each stage of the statistical value chain	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Undertake triangulation of monthly case statistics	<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
		Conduct statistical quality audits	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and</li> </ul>

Intervations	Outputs	Activities	Responsibility Persons
<b>Strategic Objective 7: To enhance resource mobilisation and management</b>			
			Planning Department
		Conduct quality assurance field visits and other engagements to ensure compliance with acceptable standards, methodologies and classifications	<ul style="list-style-type: none"> <li>• Registry, Planning, Research and Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
		Conduct capacity building on statistical quality	<ul style="list-style-type: none"> <li>• Registry, Planning, Research and Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
		Conduct institutional environmental assessment with regard to statistical production	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research and Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
		Ensure compliance with the National Statistical Quality Assurance and Certification Framework (SQACF)	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research &amp; Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
	Appropriate and cost-effective ICT for statistical production adopted	Procure ICT equipment and systems to support mobile data collection systems (Open Data Kit, Team scope, Survey CTO, GIS)	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research and Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
	An effective and efficient data dissemination system developed	Develop standard operating procedures (SOPs) for the dissemination of statistics	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research and Development</li> <li>• Registrar, Magistrates Affairs and Data Management</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
		Conduct capacity building activities in the use of data visualisation technologies	<ul style="list-style-type: none"> <li>• Registrar, Planning and Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
		Conduct reviews on statistical packaging in consultation with users	<ul style="list-style-type: none"> <li>• Registrar, Planning and Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
		Disseminate statistics using wider avenues, channels, and modes	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research &amp; Development</li> <li>• Registrar, Magistrates Affairs and Data Management</li> <li>• Commissioner, Policy and Planning Department</li> </ul>



Interventions	Outputs	Activities	Responsibility Persons
<b>Strategic Objective 7: To enhance resource mobilisation and management</b>			
	User capability to access and use statistics strengthened	Strengthen user capacity to analyse and interpret statistics	<ul style="list-style-type: none"> <li>• Registrar, Planning and Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
	Open data portals established and maintained	Establish and maintain open data portals	<ul style="list-style-type: none"> <li>• Registrar, Magistrates Affairs and Data Management</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
		Establish a one-stop centre for case data in the Judiciary	<ul style="list-style-type: none"> <li>• Registrar, Magistrates Affairs and Data Management</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
		Develop a Judiciary statistics dashboard	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research and Development</li> <li>• Commissioner, Policy and Planning Department</li> </ul>
	Legal and other frameworks for statistics strengthened.	Integrate awareness about statistical frameworks in all	<ul style="list-style-type: none"> <li>• Registrar, Planning, Research and Development</li> </ul>



# CHAPTER 4

## FINANCING FRAMEWORK AND STRATEGY



## 4.1 Introduction

This plan is based on the premise that the Government of Uganda through the Ministry of Finance Planning and Economic Development (MoFPED) will finance the biggest percentage of the Judiciary budget. However, implementing all the planned interventions will require substantial financial resources which are over and above the GOU indicative financing level under the Medium-Term Expenditure Framework. The planned physical infrastructure works, e-justice and ICT investments require a significant outlay. Building institutional capability as required by the Administration of Justice Act, 2020 and the need for jurisprudence knowledge management will also require significant growth in human and other resources.

### 4.2 Costing Methodology and Assumptions

The costing of the Fifth Judiciary Strategic Plan is based on all the initiatives and activities related to the strategic goals and the annual prioritisation for the planning period. During the JSPV period, the Judiciary will carefully align work plans with the budgeting process to ensure sufficient funding for their implementation.

The key costing assumptions included the following:

- Unit costs used in the resource estimates were based on the Judiciary Report on Terms and Conditions of Service and costs for goods and services procured by the Judiciary in FY 2019/20.
- Key interventions focused on targeted programme implementation based on areas with the greatest need.
- Human resources projections, including staffing and staff development, were based on the existing establishment and assumed to be filled up within the first 2 years of implementing the strategic plan. The new structure is expected to be operationalised beginning FY 2022/23.
- The wage bill was estimated based on the Judiciary Report on Terms and Conditions of Service.
- An inflation factor of 5% was built into the resources in the third and subsequent years of the plan in line with Uganda's macroeconomic framework.

### 4.3 Resource Requirements for the Implementation of the JSPV

To provide Judiciary services, an adequate and sustained flow of funding is required. While there are several modes of financing, the important sources available to the Judiciary are through appropriation by Parliament, as well as development partner funding. By and large, the Judiciary's financing will depend on the government's budget provision, which in turn depends on the performance of the economy. Implementation of this strategic plan will require the availability of adequate funds for wage, non-wage and development initiatives.

#### 4.3.1 Summary of JSPV Budget

The projected cost of implementing the JSPV is **UGX 3,039.51 billion** with non-wage recurrent costs accounting for UGX 1,737.22 billion (57.15 per cent), wage UGX 795.034 billion (26.16 per cent), and development UGX 507.26 billion (16.69 per cent). Comparing the projected cost of the JSPV with the projected MTEF allocations to the Judiciary yields a projected deficit of UGX 1,187.67 billion (39.07 per cent) as shown in Table 15 below.

Table 15: Summary JSPV Budget

Category	Costs in Uganda Shillings					
	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
Wage	58,421,605,000	108,421,605,000	155,710,440,000	211,204,260,000	261,276,360,000	795,034,270,000
Non-Wage Recurrent	198,557,435,130	328,636,814,096	392,388,995,922	407,280,739,423	410,353,104,829	1,737,217,089,400
<b>Total Recurrent</b>	<b>256,979,040,130</b>	<b>437,058,419,096</b>	<b>548,099,435,922</b>	<b>618,484,999,423</b>	<b>671,629,464,829</b>	<b>2,532,251,359,400</b>
Development	43,766,108,000	117,289,660,000	138,852,934,780	108,077,274,115	99,277,203,000	507,263,179,895
<b>Total Budget</b>	<b>300,745,148,130</b>	<b>554,348,079,096</b>	<b>686,952,370,702</b>	<b>726,562,273,538</b>	<b>770,906,667,829</b>	<b>3,039,514,539,296</b>

#### 4.3.2 Medium term Expenditure Framework

The MTEF allocations to the Judiciary over the JSPV period are projected at UGX 1,851.84 billion as shown in Table 16 below.

Table 16; Judiciary MTEF projections for FY2020/21-FY024/25

Category	Costs in Uganda Shillings (Bn)					
	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
Wage	58.42	108.77	114.21	119.92	125.91	527.22
Non-Wage Recurrent	115.63	206.62	206.62	229.35	288.98	1,047.21
Development	21.01	58.01	58.01	63.81	76.57	277.41
<b>Total</b>	<b>195.06</b>	<b>373.40</b>	<b>378.84</b>	<b>413.08</b>	<b>491.47</b>	<b>1,851.84</b>

#### 4.3.3 Funding Gap

Comparing the planned JSPV budget with the projected resource envelope, the funding gap that ensues grows up to 1,187.67bn by FY 2024/25 as shown in the table below.

Table 17: Funding Gap

Category	Costs in Uganda Shillings (Bn)					
	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
Wage Gap	0.00	0.35	41.51	91.29	135.37	267.81
Non-Wage Recurrent Gap	82.93	122.01	185.77	177.93	121.37	690.01
<b>Total Recurrent</b>	<b>82.93</b>	<b>121.67</b>	<b>227.27</b>	<b>269.22</b>	<b>256.73</b>	<b>957.82</b>
Total Development Gap	22.76	59.28	80.84	44.27	22.70	229.85
<b>Total Funding Gap</b>	<b>105.69</b>	<b>180.95</b>	<b>308.11</b>	<b>313.48</b>	<b>279.44</b>	<b>1,187.67</b>

#### 4.3.4 Financing the JSPV by Source

The major source of financing for the JSPV will be the Government of Uganda through annual budgetary allocations and releases towards the recurrent (wage and non-wage) and development expenditures as shown in the table below.



Table 18: Strategic Plan Budget by Source of Funding (FY2020/21-2024/25)

Category	Costs in Uganda Shillings (Bn)										
	FY 2020/21		FY 2021/22		FY 2022/23		FY 2023/24		FY 2024/25		Total
Funding Source	GOU	Donor	GOU	Donor	GOU	Donor	GOU	Donor	GOU	Donor	
Wage	58.42	-	108.42	-	155.71	-	211.20	-	261.28	-	<b>795.03</b>
Non-Wage Recurrent	198.56	-	328.64	-	392.39	-	407.28	-	410.35	-	<b>1,737.22</b>
<b>Total Recurrent</b>	<b>256.98</b>	<b>-</b>	<b>437.06</b>	<b>-</b>	<b>548.10</b>	<b>-</b>	<b>618.48</b>	<b>-</b>	<b>671.63</b>	<b>-</b>	<b>2,532.25</b>
Development	43.77	-	117.29	-	138.85	-	108.08	-	99.28	-	<b>507.26</b>
<b>Total Budget</b>	<b>300.75</b>	<b>-</b>	<b>554.35</b>	<b>-</b>	<b>686.95</b>	<b>-</b>	<b>726.56</b>	<b>-</b>	<b>770.91</b>	<b>-</b>	<b>3,039.51</b>
<b>% Contribution by Source</b>	<b>100%</b>	<b>-</b>	<b>100%</b>	<b>-</b>	<b>100%</b>	<b>-</b>	<b>100%</b>	<b>-</b>	<b>100%</b>	<b>-</b>	<b>100%</b>

#### 4.3.5 Breakdown of JSPV Costs by Objective

The details of estimated costs by objective and intervention over the strategic plan period are presented in Table 19

Table 19: JSPV Costs by Objective

Strategic intervention	Projected costs in Uganda Shillings				
	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Strategic Objective 1: To enhance equitable access to the Judiciary services</b>					
1.1 Improve physical access to Judiciary services and proximity to courts	29,905,500,000	80,695,500,000	70,302,000,000	25,693,920,000	25,665,591,000
1.2 Increase functional access to Judiciary services	-	3,469,800,000	38,967,116,350	37,612,616,350	34,578,566,545
1.3 Promote people-centred court services and processes	-	858,400,000	1,268,820,000	1,268,820,000	1,268,820,000
<b>Objective 1 Total</b>	<b>29,905,500,000</b>	<b>85,023,700,000</b>	<b>110,537,936,350</b>	<b>64,575,356,350</b>	<b>61,512,977,545</b>
<b>Strategic Objective 2: To improve court processes and case management</b>					
2.1 Strengthen the legal and policy framework for efficient delivery of justice	-	654,000,000	218,400,000	218,400,000	218,400,000
2.2 Enhance capacity of courts for timely adjudication of cases	8,524,608,000	27,698,080,000	49,018,080,000	57,646,000,000	47,796,000,000
2.3 Dispose of cases at all court levels	61,415,703,000	61,470,853,000	64,544,395,650	64,544,395,650	64,544,395,650
2.4 Reduce case backlog	61,920,700,720	66,450,880,720	72,736,979,756	76,175,551,256	77,705,018,856
2.5 Strengthen the inspectorate function	701,500,000	1,457,800,000	3,766,350,000	4,282,950,000	2,854,950,000
2.6 Strengthen stakeholder engagement and coordination for timely determination of cases	2,365,000,000	4,198,500,000	4,478,775,000	4,549,125,000	4,584,300,000
<b>Objective 2 Total</b>	<b>134,927,511,720</b>	<b>161,930,113,720</b>	<b>194,762,980,406</b>	<b>207,416,421,906</b>	<b>197,703,064,506</b>
<b>Strategic Objective 3: To strengthen the use of information and communication technology in administration of justice</b>					
3.1 Strengthening Judiciary ICT legal and regulatory environment	-	648,000,000	-	-	-
3.2 Automation of registries and other court processes	10,380,881,900	21,767,000,000	38,587,500,000	64,769,250,000	69,809,250,000
3.3 Enhancing ICT capacity of the Judiciary	5,069,638,795	12,313,515,195	12,929,146,273	13,086,646,273	13,244,146,273
<b>Objective 3 Total</b>	<b>15,450,520,695</b>	<b>34,728,515,195</b>	<b>51,516,646,273</b>	<b>77,855,896,273</b>	<b>83,053,396,273</b>
<b>Objective 4: To develop and support the Judiciary workforce and institutional capacity</b>					
4.1 Strengthen the human resource capacity	92,026,370,815	216,598,023,483	268,995,168,220	311,479,718,639	359,434,880,417
4.2 Attract, retain, empower and motivate staff	200,000,000	2,297,772,000	1,895,570,900	1,960,486,100	2,044,910,330
4.3 Improve staff wellness	0	2,247,000,000	3,348,270,000	4,173,570,000	4,424,520,000

Strategic intervention	Projected costs in Uganda Shillings				
	2020/21	2021/22	2022/23	2023/24	2024/25
4.4 Strengthen operational efficiency and effectiveness of records management in the Judiciary Service	902,760,000	1,468,730,000	2,387,398,000	2,595,096,000	2,945,096,000
4.5 Provide a safe and conducive work environment	24,109,271,600	33,011,055,600	36,357,752,160	38,645,340,376	40,954,838,476
<b>Objective 4 Total</b>	<b>117,238,402,415</b>	<b>255,622,581,083</b>	<b>312,984,159,280</b>	<b>358,854,211,115</b>	<b>409,804,245,223</b>
<b>Strategic Objective 5: To enhance coordination, partnerships and accountability</b>					
5.1 Strengthen coordination with stakeholders	315,400,000	1,022,520,000	1,073,646,000	1,127,328,300	1,183,694,690
5.2 Strengthen partnerships	-	331,200,000	347,760,000	347,760,000	347,760,000
5.3 Strengthen accountability and performance management	1,785,053,300	5,044,299,598	4,921,820,905	5,522,395,106	5,786,708,104
<b>Objective 5 Total</b>	<b>2,100,453,300</b>	<b>6,398,019,598</b>	<b>6,343,226,905</b>	<b>6,997,483,406</b>	<b>7,318,162,794</b>
<b>Strategic Objective 6: To improve public awareness and image of the Judiciary</b>					
6.1 Strengthen participatory public engagement	-	560,000,000	493,500,000	493,500,000	493,500,000
6.2 Promote the Judiciary brand	-	500,000,000	525,000,000	525,000,000	525,000,000
<b>Objective 6 Total</b>	<b>-</b>	<b>1,060,000,000</b>	<b>1,018,500,000</b>	<b>1,018,500,000</b>	<b>1,018,500,000</b>
<b>Strategic Objective 7: To improve resource mobilisation and management</b>					
7.1 Strengthen resource mobilisation	45,000,000	45,000,000	78,750,000	47,250,000	47,250,000
7.2 Strengthen the accounting system and resource management	312,200,000	854,200,000	895,700,000	895,700,000	895,700,000
7.3 Coordinate and monitor implementation of this Judiciary Strategic Plan (JSPV)	230,760,000	2,852,224,500	2,586,227,175	2,579,465,175	3,381,182,175
7.4 Strengthen preparation and submission of policy and planning documents	395,600,000	558,000,000	585,900,000	585,900,000	585,900,000
7.5 Develop and implement the Judiciary statistics strategy	139,200,000	5,275,725,000	5,642,344,313	5,736,089,313	5,586,289,313
<b>Objective 7 Total</b>	<b>1,122,760,000</b>	<b>9,585,149,500</b>	<b>9,788,921,488</b>	<b>9,844,404,488</b>	<b>10,496,321,488</b>
<b>GRAND TOTAL</b>	<b>300,745,148,130</b>	<b>554,348,079,096</b>	<b>686,952,370,702</b>	<b>726,562,273,538</b>	<b>770,906,667,829</b>

#### 4.3.6 Financing the Funding Gap

Below are the measures for financing the gap and ensuring sustainable financing of the strategic plan.

- Constant engagement with the Executive and Parliament, as well as development partners, to provide more resources.
- Efficiency gains (savings in the use of available funds).
- Write bankable projects that can attract development financing.





# 5 CHAPTER

## INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN



## 5.1 Introduction

For this strategic plan to deliver results it will require a sound execution strategy supported by effective communication, clarity of responsibilities and optimal allocation of human, financial and other enabling resources in addition to a responsive risk management and monitoring and evaluation system. Implementation of this JSPV will need optimised synergies and strong leadership at all levels; cascading the plan to all judicial and administrative units; an aligned organisational structure; effective staffing and improved resource mobilisation. Implementation will be largely anchored on:

- a) Effective communication
- b) Cascading of the plan to courts, departments, units, and staff
- c) Collaboration and cooperation with key stakeholders
- d) Monitoring and evaluation teamwork
- e) Positive culture and work ethic
- f) Leveraging of ICT infrastructure
- g) Mobilisation of adequate financial resources

## 5.2 Coordination of Implementation of the Plan

### 5.2.1 Roles and Responsibilities of the Judiciary Internal Stakeholders

Table 20: Summary of Roles and Responsibilities of the Judiciary internal Stakeholders

S/No.	Stakeholder	Roles and Responsibilities
1.	Chief Justice	<ol style="list-style-type: none"> <li>i. Administer the Judiciary in the exercise of the powers conferred on the Chief Justice by Article 133 of the Constitution.</li> <li>ii. Manage the Supreme Court.</li> <li>iii. Establish performance and evaluation systems.</li> <li>iv. Make use of the Judiciary Council.</li> </ol>
2.	Judiciary Council	<p>The Council shall be responsible for advising the Chief Justice on:</p> <ol style="list-style-type: none"> <li>i. Policies for planning and development of the Judiciary.</li> <li>ii. Ethics and integrity within the Judiciary.</li> <li>iii. Ways and means of securing adequate financing for the Judiciary</li> <li>iv. Matters relating to personnel or staff development and welfare.</li> <li>v. Improvement of the administration of justice.</li> <li>vi. Policies for the continuous monitoring and evaluation of the Judiciary.</li> <li>vii. Any other matter relating to the administration or operation of the Judiciary.</li> </ol>

S/No.	Stakeholder	Roles and Responsibilities
3.	Deputy Chief Justice	<ul style="list-style-type: none"> <li>i. Assist the Chief Justice in the administration of the Judiciary and the Court of Appeal.</li> <li>ii. Any other such functions that may be assigned or delegated to him/her by the Chief Justice.</li> </ul>
4.	Principal Judge	<ul style="list-style-type: none"> <li>i. Assist the Chief Justice in the administration of the High Court and the subordinate courts.</li> <li>ii. Any other such functions that may be assigned or delegated to him/her by the Chief Justice.</li> </ul>
5.	Chief Inspector of Courts	<p>The Chief Inspector of Courts shall:</p> <ul style="list-style-type: none"> <li>i. Receive and process internal and external complaints against any staff of the Judiciary.</li> <li>ii. Investigate cases of maladministration of justice or any matter within its mandate</li> <li>iii. Examine and take custody of any judicial and administrative records necessary for its investigation.</li> <li>iv. Recommend remedial action as appropriate, during inspection, to correct cases of maladministration in the Judiciary.</li> <li>v. Interface with and sensitise stakeholders and the general public on the administration of justice.</li> <li>vi. Enforce the Judicial Code of Conduct and the Public Service Code of Conduct in the Judiciary.</li> <li>vii. Produce quarterly reports, in addition to other reports of his/her inspection work.</li> </ul>
6.	Executive Director of the Judicial Training Institute	<ul style="list-style-type: none"> <li>i. Provide leadership to the Judicial Training Institute in the delivery of specialised and continuous education to the Judiciary service.</li> </ul>
7.	Secretary to the Judiciary	<ul style="list-style-type: none"> <li>i. The organisation of the Judiciary.</li> <li>ii. Render advice to the Chief Justice in respect of the administrative business of the Judiciary.</li> <li>iii. Implement policies of the Government of Uganda.</li> <li>iv. Implement the administrative activities in the Judiciary Strategic Plan.</li> <li>v. Subject to Article 164 of the Constitution, administer the expenditure of public funds by or in connection with the Judiciary.</li> <li>vi. Any other duty assigned by the Chief Justice, Deputy Chief Justice, or Principal Judge.</li> </ul>
8.	Chief Registrar	<ul style="list-style-type: none"> <li>i. Perform judicial functions vested in the Chief Registrar by law.</li> <li>ii. Give effect to policies and directions of the Chief Justice, Deputy Chief Justice, and Principal Judge.</li> <li>iii. Effectively oversee judicial operations of all the Courts of Judicature.</li> </ul>

S/No.	Stakeholder	Roles and Responsibilities
		<ul style="list-style-type: none"> <li>iv. Monitor and enhance the quality of services and official procedures.</li> <li>v. Communicate with the Government and the public on matters relating to the Judiciary or any other matters which the government may be concerned with.</li> <li>vi. Implement the judicial activities in the Judiciary Strategic Plan.</li> <li>vii. Assist the Chief Justice, Deputy Chief Justice, and Principal Judge in the facilitation and supervision of the courts.</li> <li>viii. Link the Judiciary and the Judicial Service Commission on appointments, promotions, and disciplinary matters relating to registrars and magistrates.</li> <li>ix. Any other matters assigned by the Chief Justice, Deputy Chief Justice or Principal Judge.</li> </ul>
9.	Registrars	<ul style="list-style-type: none"> <li>i. Execute aspects of the strategic plan relating to their Registries.</li> <li>ii. Report progress on implementation of the plan.</li> </ul>
10.	Heads of Departments and Units	<ul style="list-style-type: none"> <li>i. Execute aspects of the strategic plan relating to their Departments or Units.</li> <li>ii. Report progress on implementation of the plan.</li> </ul>
11.	The Judiciary Staff	<ul style="list-style-type: none"> <li>i. Implement aspects of the strategic plan relating to their roles and responsibilities.</li> <li>ii. Report on their performance.</li> </ul>

### 5.2.2 Roles and Responsibilities of External Stakeholders

Several stakeholders are key to the Judiciary in the delivery of its mandate. They include: The Judicial Service Commission, the Parliament of Uganda, the Ministry of Finance, Planning and Economic Development, the Ministry of Justice and Constitutional Affairs (MoJCA) among others. Their roles are detailed in Table 21 below.

**Table 21: Summary of Roles and Responsibilities of External Stakeholders**

S/No	Other Stakeholder	Roles and Responsibilities
1.	Judicial Service Commission	<ul style="list-style-type: none"> <li>i. Advise the President in the exercise of the President's power to appoint the Chief Justice, the Deputy Chief Justice, the Principal Judge, Justices of Supreme Court &amp; Court of Appeal, Judges of the High Court, the Chief Registrar and Registrars.</li> <li>ii. Exercise disciplinary control over Judicial Officers.</li> <li>iii. Review and make recommendations on the terms and conditions of service of judges and other judicial officers.</li> <li>iv. Prepare and implement programmes for the education of and the dissemination of information to judicial officers and the public about the law and the administration of justice.</li> </ul>

S/No	Other Stakeholder	Roles and Responsibilities
		<ul style="list-style-type: none"> <li>v. Receive and process people's recommendations and complaints concerning the Judiciary and the administration of justice.</li> <li>vi. Act as a link between the people and the Judiciary.</li> <li>vii. Advise the Government on improving the administration of justice.</li> </ul>
2.	Parliament of Uganda	<ul style="list-style-type: none"> <li>i. Appropriation of the Judiciary budget.</li> <li>ii. Enactment of laws.</li> </ul>
3.	Ministry of Finance, Planning and Economic Development	<ul style="list-style-type: none"> <li>i. Budgetary allocations to the Judiciary.</li> <li>ii. Development and monitoring of the financial management framework.</li> </ul>
4.	Ministry of Justice and Constitutional Affairs	<ul style="list-style-type: none"> <li>i. Representation of the Judiciary on the floor of Parliament and in Cabinet.</li> <li>ii. Making regulations in consultation with the Chief Justice</li> </ul>
5.	Office of the President (Cabinet Secretariat)	Approve the policies.
6.	National Planning Authority	Provide support in the planning function.
7.	Development Partners	Provide finance and technical assistance to implement priority activities.
8.	Civil Society Organisations	Provide policy advocacy and demand accountability.
9.	Academia	Undertake research and inform the Judiciary on best practices.
10.	Media	Share information on the administration of justice in Uganda and its dissemination to the public.
11.	The Public	Demand effective and efficient Judiciary services.

## 5.3 Sustainability of Arrangements

### 5.3.1 Institutional Sustainability Arrangements

Leadership is essential to transition the Judiciary to sustainability and enhanced access to judicial services. The Chief Justice as the head of the Judiciary will provide overall leadership on the implementation of the strategic plan whereas the Secretary to the Judiciary, who is the accounting officer, will spearhead its execution. The courts, registries, departments, and units should develop annual plans aligned with this plan. Furthermore, the plan should be used for target-setting by individual officers and their supervisors.

This plan will be followed by annual work plans where the specific annual outputs and agreed on actions to implement will be detailed. The work plans will be monitored quarterly. The following actions will be undertaken to enhance sustainability:

- a) A task force to track the implementation of the strategic plan for the realisation of the strategic goal will be created. The task force will work with the Registry of Planning, Research and Development and the Department of Policy and Planning.
- b) The Department of Policy and Planning will be strengthened to improve strategic plan coordination and provide support to registries, departments and units in undertaking the Strategic Plan activities.
- c) The Registry of Planning, Research and Development and the Department of Policy and Planning will report on the Plan, establish actions towards the goal and smooth pathways toward implementation.
- d) The Judiciary policies and procedures will be undertaken in consideration of the objectives of the Judiciary Strategic Plan specifically on how to ensure its implementation. The Judiciary will seek to reduce any identified institutional barriers to make it easier for sustainability efforts to happen.

### 5.3.2 Financial Sustainability Arrangements

The Judiciary will institute measures for financing the gap and ensure sustainable financing as follows:

- a) Ensure timely reporting and participation in the budgeting processes.
- b) Review and update of the partnership frameworks.
- c) Constant engagement with Parliament, the Ministry of Finance, Planning and Economic Development, Development Partners and other stakeholders.
- d) Write bankable projects that can attract funding for the development funding.

### 5.3.3 Partnerships and Collaborations

The Strategic Plan calls for strengthening coordination with other justice, law and order institutions such as the Uganda Police Force, the ODPP, the Uganda Prisons Service, MoJCA, as well as the MoFPED insofar as they impact the delivery of justice. Collaborations with other institutions will be achieved by strengthening efficiency in activities and reporting.

### 5.3.4 Human Resource Management

In implementing the Strategic Plan, the Judiciary will endeavour to have the staffing gaps addressed, the staff trained to acquire the relevant skills and competencies, and the lines of responsibility, authority and accountability aligned appropriately. In addition, adequate and appropriate tools will be provided for effective service delivery. The Judiciary will aim to develop and invest in her most valuable asset: The staff through:

- a) Recruiting, developing, and motivating them;
- b) Creating a safe environment for them;
- c) Setting clear expectations on how their jobs fit into the Strategic Plan;
- d) Continuously evaluating and improving business processes and operational efficiencies; and
- e) Fostering an institution of open and direct communication among others.





# CHAPTER 6

## COMMUNICATION AND FEEDBACK STRATEGY



## 6.0 Introduction

Communicating the strategic plan is critical in gaining stakeholder engagement. The objective of the communication and dissemination strategy is to establish a framework for continuous engagement through the improvement of internal, external and crisis communication. The Judiciary will improve transparency and strengthen the trust of the public while safeguarding the independence of the courts and judicial officers. The communication and engagement approach shall reflect the core values of the Judiciary.

The objectives of this communication and stakeholder engagement strategy are to:

- a) Bring justice closer to the citizens and strengthen citizens’ trust in the Judiciary;
- b) Achieve full transparency in the Judiciary operations; and
- c) Improve the quality of public engagement and enhance the reputation of the Judiciary.

Communication will be aimed at raising awareness, deepening understanding and helping stakeholders internalise the strategic plan.

### 6.1 Internal Communication

Internal communication which is an integral part of all Judiciary activities, will ensure the transfer and exchange of internal information via various information channels. All communication activities ought to be planned, monitored and evaluated against the achievement of the internal communication objective. Internal communication is carried out by all the Judiciary staff. The CJ, the DCJ, the PJ, the Secretary to the Judiciary, the Chief Registrar, the Registrars, Heads of Court and Heads of Department and Units are variously responsible for internal communication, which is invariably related to the work of the Judiciary, as well as the status and activities of the Judiciary staff.

To achieve optimum results, timely and complete delivery of information, all internal communication channels are to be used, i.e. verbal, print and electronic as the case may be. The Judiciary will harness the elements of the strategy adoption curve to develop communication messages and cascade the plan to Judiciary staff as depicted in Table 22 below.

**Table 22: Summary of the Internal Communication Strategy**

Awareness	Understanding	Translation	Commitment	Internalisation
<p><b>Staff aware of:</b></p> <ul style="list-style-type: none"> <li>• The Judiciary’s strategic direction.</li> <li>• The role they play in implementing the strategic plan.</li> <li>• How the strategic plan helps the Judiciary become more successful.</li> </ul>	<p><b>Staff understand:</b></p> <ul style="list-style-type: none"> <li>• The importance of the strategic plan.</li> <li>• How the strategic plan will be implemented.</li> <li>• Why they care about the strategic plan.</li> <li>• How the strategic plan implementation affects their daily activities.</li> </ul>	<p><b>Staff understand:</b></p> <ul style="list-style-type: none"> <li>• Their specific role in implementing the JSPV.</li> </ul>	<p><b>Staff understand:</b></p> <ul style="list-style-type: none"> <li>• The rewards and benefits they will get from implementing the strategic plan.</li> </ul>	<p><b>Staff understand:</b></p> <ul style="list-style-type: none"> <li>• How to incorporate the strategic direction into their daily activities.</li> <li>• How to perform the strategic plan activities.</li> </ul>

Awareness	Understanding	Translation	Commitment	Internalisation
	<ul style="list-style-type: none"> <li>• What has changed and what remains the same.</li> <li>• What they need to do differently.</li> </ul>			

## 6.2 External Communication

External communication is between the Judiciary and other MDAs as well as the public via different communication and information channels. Through external communication, the Judiciary shall seek to actively promote improved knowledge and understanding of the activities and procedures of the Judiciary. Information in relation to the Judiciary shall be easily accessible, timely and accurate and to that end, all available communication and information channels are to be used.

## 6.3 Crisis Communication

A crisis is a specific, unexpected, and unusual event requiring prompt response despite creating a high level of uncertainty and threat. A crisis or incident is possible at any moment and can seriously jeopardise the reputation and operations of any entity. Crisis situations may diminish trust and create suspicion. The most common indicators of sources of crises are disorganisation, inefficiency, passivity, overlapping jurisdictions accountability, lacking clear objectives, outdated modus operandi and lack of transparency and objectivity. To avoid communication crises, a planned approach is required. This is in addition to two equally important segments: Addressing the crisis using a plan designed for communication during a potential, latent or acute crisis; as well as open, honest, specific and proactive communication, which may have a preventative effect on the crisis emerging or can mitigate any adverse effects from it. The basic principles of crisis communication include:

- a) Recognition that the crisis cannot be hidden;
- b) Initiating activities to address the crisis before it becomes known to the public;
- c) Not treating the media as enemies;
- d) Not using a language the public does not understand;
- e) Not issuing inaccurate, contradictory, confusing or incomplete information.
- f) Being sure about what needs to be communicated to the public, prior to making any public statements;
- g) Assessing the public attitude towards the event and adjusting the statement accordingly; and
- h) Never using the expression “no comment” in the course of the crisis as it is associated with a lack of honesty and can convey that there is something to hide or be avoided.

After the crisis has ended, an analysis of efficiency and the crisis communication plan is to be conducted. Crisis situations include political or any other influence on the Judiciary’s work. The person in charge of public relations shall regularly report to the CJ on the implementation of the communication strategy. If so required, the communication strategy is to be reviewed in order to be adjusted to any emerging issues.





# 7 CHAPTER 7

## RISK MANAGEMENT



## 7.1 Introduction

Risk refers to anything that may constrain the achievement of objectives. It is important to identify potential risks and establish mechanisms to mitigate them. During the development of this strategic plan, certain assumptions were made. In addition, due to the dynamic operational environment, events that were not identified might turn out to influence the realisation of the plan's objectives. This plan has a matrix that identifies a potential risk and proposes a mitigation measure. The Judiciary will continuously evaluate how these risks manifest during the implementation period. It will then develop measures to ensure that the resultant opportunities are not missed and that the risks do not impair the achievement of its vision, mission and strategic objectives.

## 7.2 Strategic Risks

The following key strategic risks have been identified:

- a. Inadequate financial resources:** The possibility that the Judiciary may fail to raise the resources to finance its strategic plan due to budget constraints resulting from the Covid-19 pandemic will impair infrastructure and ICT projects, staffing and institutional development interventions. This risk will be mitigated by prudent management of resources as well as the development and implementation of a resource mobilisation strategy.
- b. Inadequate human resource capacity:** This risk relates to the inability to attract, retain and develop judicial and administrative staff; unfavourable work environment, poor ethics and values; and poor succession planning and optimal staffing. This risk shall be mitigated through timely recruitment, enhanced succession planning and management as well as an effective training and performance management system.
- c. Poor organisation culture:** This relates to the inability of staff to embrace change and harness judiciary transformation initiatives. The Judiciary will emphasise training, effective communication and provision of the necessary tools.
- d. Reputation and corruption risk:** This risk relates to unfavourable public perception of the Judiciary. Corruption will be mitigated through enforcement of the judicial and public service codes of conduct and implementation of audit recommendations among other enabling legal and regulatory frameworks.
- e. Technology risk:** This risk emanates from the rapid technology changes and the inability to tap into the e-justice potential. The Judiciary will, among others, keep tabs on the technology evolution, invest in ICT hardware and software upgrades, as well as in cyber risk management, and training.
- f. Failure to implement the strategic plan:** This could result from poor alignment of the JSPV with judiciary operations and structures or inadequate resources to facilitate implementation. The Judiciary will institute structures and undertake adequate staff sensitisation to facilitate implementation of the plan. The Judiciary will also seek adequate resources for implementation and monitoring of the plan.

### 7.3 Risk Management Plan

The strategic plan has identified several uncertain events or conditions that may affect its implementation and proposes a risk mitigation plan to eliminate or minimise their impact. The Judiciary has embedded in its strategic intent the identified risks and opportunities. It will continuously evaluate how these risks manifest and develop the institutional capacity to ensure opportunities are taken and risks mitigated.

The main risks that may influence the attainment of the Judiciary priorities, with their mitigation strategies and contingency plans, are shown in Table 23 below:

**Table 23: Risks, Mitigation and Contingencies**

Risk	Impact (low / medium / high)	Probability of risk occurring (low/medium/high) <sup>5</sup>	Risk mitigation strategies	Contingencies in event of risk occurrence
Failure by justice, law and order institutions to implement favourable actions.	Inability of Judiciary to undertake activities as planned (high)	Medium	<ul style="list-style-type: none"> <li>a. Strengthening the chain-linked framework.</li> <li>b. Strengthening collaboration arrangements with other justice, law and order institutions.</li> <li>c. Joint cause listing of cases.</li> <li>d. Sharing planned activities.</li> <li>e. Promoting the use of ICT.</li> <li>f. Promoting stakeholder collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>a. Address through the chain-linked framework.</li> <li>b. Address through collaboration arrangements with other justice, law and order institutions.</li> <li>c. Report on institutions.</li> </ul>
Inadequate financial resources.	Failure to finance planned activities. (high)	Medium	<ul style="list-style-type: none"> <li>a. Deriving work plans from the strategic plan.</li> <li>b. Aligning implementation with the approved work plan.</li> <li>c. Aligning expenditure with releases.</li> </ul>	<ul style="list-style-type: none"> <li>a. Advocate and lobby for greater funding.</li> <li>b. Use a commitment control system.</li> <li>c. Reallocations.</li> <li>d. Revise work plan in line with available resources and obtaining situation.</li> <li>e. Development of funding proposals.</li> </ul>

<sup>5</sup> Low risks have less than 20% chances of occurring; medium have less than 50% chances; and high risks have more than 50% chances. This assessment of risks is done to take care of eventuality, particularly with issues that are crucial for the successful implementation of the strategic plan.



Risk	Impact (low / medium / high)	Probability of risk occurring (low/medium/high)	Risk mitigation strategies	Contingencies in event of risk occurrence
Technology risk.	Technology changes, security risk, and inability to tap the potential. (low)	Medium	<ul style="list-style-type: none"> <li>a. Develop an ICT strategy.</li> <li>b. Institute a security, backup and disaster recovery plan.</li> <li>c. Periodic troubleshooting and maintenance.</li> <li>d. Investing in hardware and software upgrades.</li> <li>e. Training staff.</li> </ul>	<ul style="list-style-type: none"> <li>a. Activate a security, backup and disaster recovery plan.</li> <li>b. Outsourcing some ICT tasks and activities.</li> </ul>
Inability to implement the strategic plan.	Failure to execute planned activities. (low)	Low	<ul style="list-style-type: none"> <li>a. Popularising the strategic plan.</li> <li>b. Change management.</li> <li>c. Alignment of activities and annual work plans with the strategic plan.</li> <li>d. Strengthening the monitoring and evaluation system.</li> </ul>	<ul style="list-style-type: none"> <li>a. Review and revise the strategic plan.</li> </ul>
Failure to fill Judiciary staffing gaps.	Inability to recruit required staff due to limited wage bill. (Medium)	Medium	<ul style="list-style-type: none"> <li>a. Prioritise filling staffing gaps.</li> <li>b. Improve terms and conditions of service.</li> </ul>	<ul style="list-style-type: none"> <li>a. Short term contracts.</li> </ul>

From the above table, it can be noted that the high-risk factors are largely external while the low-risk ones are internal. During the implementation of this plan, the Judiciary will monitor the impacts of the possible risk factors and efforts will be made to keep them as low as possible. Risk mitigation strategies will be implemented proactively.



# 8 CHAPTER

## MONITORING AND EVALUATION



## 8.1 Introduction

Effective implementation of the strategy requires careful and continuous monitoring to ensure milestones are met and corrective action is taken when need arises. Throughout the implementation of this strategic plan, the Judiciary will monitor the progress of activities as well as the indicators and strive to achieve the stated results. Table 24 below provides an outline of what needs to be monitored, when and the responsible officer, as well as the tools that will be used.

### 8.2 Monitoring Framework

At the beginning of each year, all the courts/registries/departments/units will set their performance targets as part of their annual work plans which are derived from the strategic plan. The milestones of strategy monitoring and reporting will be:

- a) Quarterly department work plan implementation (monitoring) report.
- b) Annual performance (evaluation) reports.
- c) Mid-term review (MTR) report (impact), to inform the strategic plan review and revision in 2022/23.
- d) Final evaluation in 2024/25 i.e. after the five-year implementation timeline.

**Table 24: Strategic Plan Monitoring Framework**

	Dimension/ What	Responsibility	Tool	Submitted to
1	Quarterly Progress Report	All Courts, Registries, Departments and Units	Quarterly Report	Chief Justice & MoFPED
2	Alignment of annual plans with strategy	All Courts, Registries, Departments and Units	Budget Framework Paper, Policy Statement to Parliament & Annual Report	Parliament and MoFPED
3	Annual Performance Report	All Courts, Registries, Departments and Units	Annual Report	Parliament and MoFPED
4	Alignment of individual work plans with strategy	Officers and their supervisors	Performance Contract	Overall responsible officer
5	Regular reports submitted outlining achievements and challenges	Heads of Courts/Registries/Departments and Units	Weekly/Monthly Progress Reports	Overall responsible officer

### 8.3 Monitoring and Evaluation Reports

The implementation of this strategic plan will require adequate resourcing of the M&E function undertaken by the Registry of Planning, Research and Development and the Department of Policy and Planning. This will help to consolidate support in achieving the overall goal of the Judiciary. The Judiciary should use forums such as meetings, retreats, workshops, seminars, colloquia to share findings and make implementation recommendations. The roles the two offices will perform in overseeing the M&E function during the implementation of this plan are detailed in Annex 5. The annualised results framework is shown in Table 25 below.

Table 25: Results framework

Outcomes	Indicators	Baselines FY 2019/20	Target FY 2020/21	Target FY 2021/22	Target FY 2022/23	Target FY 2023/24	Target FY 2024/25
Increased coverage of Judiciary services.	Proportion of operational courts.	51%	51%	56%	61%	66%	71%
Increased productivity of judicial officers.	Average number of cases disposed of per judicial officer annually.	309	334	364	385	419	440
Increased case disposal.	Annual disposal rate of cases.	45%	48%	51%	54%	57%	60%
Reduced lead times/ turnaround times in the disposal of cases.	The average time in days taken from filing to disposal of cases.	1,164	1,134	1,104	1,074	1,044	1,014
Reduced case backlog in the court system.	Percentage of backlog cases in the court system.	48%	44%	40%	36%	32%	28%
Increased satisfaction of court users.	Percentage of court users rating confidence in courts as high to very high.	52%	55%	58%	61%	64%	67%



# 9

CHAPTER

## PROJECT PROFILES



## 9.1 Introduction

As one of the ways to support the implementation of this strategic plan, the Judiciary has developed three projects that are to be executed, namely: Construction of the Supreme Court and Court of Appeal Building at a cost of UGX 105 Billion; Construction of Court Buildings for UGX 101.16 billion; and Retooling the Judiciary for UGX 243.782 billion. The Supreme Court and Court of Appeal Building Project started in the FY 2019/2020 while retooling the Judiciary started in FY 2020/21. The Project Profile for the Construction of Court Buildings was presented to the MoFPED for consideration and approval. The project profiles are presented in Table 26 below.

**Table 26: The Judiciary Project Profiles**

Project 1: Construction of the Supreme Court and Court of Appeal Building						
Summary						
Project Title	Construction of the Supreme Court and Court of Appeal Building					
NDP/III Programme	Administration of Justice					
Implementing Agency	101 Judiciary					
NDP PIP Code						
MFPED PIP Code	1556					
Location	High Court, Headquarters					
Estimated Cost (billions)	105					
Total expenditure on project related interventions up to start of next NDP						
Project Duration/Lifespan (Financial Years)	FY 2019/20, FY 2020/21, FY 2021/22, FY 2022/23, FY 2023/24					
Officer Responsible (Title)	Permanent Secretary/Secretary to the Judiciary					
Project Introduction						
Problem Statement	The Judiciary, which is one of the three arms of government under the doctrine of separation of powers, is mandated to adjudicate cases. This mandate can effectively be delivered when the courts are in their buildings to ensure the independence of the Judiciary from the property owners who may be court users. Currently, the Supreme Court, Court of Appeal, and the High Court circuits operate in rented buildings, which are not only inadequate but were also not designed for court purposes. More than UGX 10 billion is used annually in the payment of rentals to various landlords. Besides, the various courts are scattered throughout Kampala City making it difficult to provide efficient judicial service.					
Situational Analysis	Achievements Structure construction is ongoing — presently stands at 30%					
Objectives/Outcomes/Outputs	The overall objective of the project is to provide office accommodation for the Judiciary in order to facilitate and improve service delivery and increase access to judicial services. The specific project objectives are: a) To provide office accommodation of purpose-built appellate courts that will promote access to judicial services through green and intelligent buildings. b) To provide facilities that will increase productivity and provide quality judicial services.					
Strategic Options						
Estimated Project Cost (Billions)						
Outputs	Actual FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Output 1: Non-residential buildings		20.000	20.000	20.000	0.000	
<b>Total</b>		<b>20.000</b>	<b>20.000</b>	<b>30.000</b>	<b>35.000</b>	



## Project 2: Construction of Court Buildings

### Summary

Project Title	Construction of Court Buildings
NDPIII Programme	
Implementing Agency	101 Judiciary
NDP PIP Code	
MoFPED PIP Code	
Location	High Court, Headquarters
Estimated Cost (billions)	101.16
Total expenditure on project-related interventions up to start of next NDP (billions)	
Project Duration/Lifespan (Financial Years)	FY 2021/22, FY 2022/23, FY 2023/24 & FY 2024/25
Officer Responsible (Title)	Permanent Secretary/Secretary to the Judiciary

### Project Introduction

Problem Statement	Currently, 40% of the court buildings are in rented premises which are not only inadequate but were also not designed for court purposes. For instance, the same court buildings lack ramps, toilets and parking slots for people with special needs, among others, which prohibits the vulnerable from accessing justice. More than UGX 11 billion which would be allocated to more pressing needs for access to justice is used in the payment of rentals to various landlords.
Situational Analysis	N/A
Objectives/Outcomes/Outputs	<p><b>Objectives</b></p> <p>The overall objective of the project is to provide office accommodation for the Judiciary in order to facilitate and improve service delivery and increase access to judicial services. The specific project objectives are:</p> <p>a) To provide office accommodation of purpose-built courts that will promote access to judicial services.</p> <p>b) To provide facilities that will increase productivity and provide quality judicial services.</p> <p><b>Expected Outputs:</b></p> <p>a) 8 regional Court of Appeal centres constructed.</p> <p>b) 10 High Court circuits constructed.</p> <p>c) 20 Chief Magistrates Courts constructed.</p> <p>d) 22 Magistrates Grade 1 Courts constructed.</p> <p>e) 40 institutional houses at hard-to-reach/ hard-to-live areas constructed.</p> <p>f) 40 courts rehabilitated to accommodate People with Special Needs.</p> <p>g) Ongoing construction of Mukono High Court building completed.</p> <p>h) Ongoing construction of Chief Magistrates Court buildings (Kamwenge, Butambala and Mayuge) completed.</p>

### Strategic Options

Independence of the Judiciary	The Judiciary, one of the three arms of government under the doctrine of separation of powers, is mandated to adjudicate cases. This mandate can effectively be delivered when the courts are in their buildings in order to ensure the independence of the Judiciary from the property owners who may be court users.
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### Estimated Project Cost (billions)

Outputs	Actual 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Non-Residential Buildings			34.520	34.480	16.080	16.080
<b>Total</b>			<b>34.520</b>	<b>34.480</b>	<b>16.080</b>	<b>16.080</b>

Strategic Plan projected performance						
a) Budget Absorption (Progress)						
			FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
			34.12%	68.2%	84.09%	100%
Planned outputs	b) Physical Performance					
a). 8 Regional Court of Appeal centres constructed			2	5	8	
b) 10 High Court circuits constructed		1	3	6	8	10
c) 20 chief magistrates courts constructed		3	8	12	16	20
d) 22 Magistrates Grade 1 courts constructed		1	4	10	16	22
e) 40 institutional houses at hard to hard-to-reach/ hard-to-live areas constructed				10	20	10
g) Ongoing construction of Mukono High Court building completed	Percentage%	30%	100%			
Ongoing construction of chief magistrates court buildings (Kamwenge, Butambala and Mayuge) completed	Number		5			
Project 3: Retooling the Judiciary						
Summary						
Project Title	Retooling the Judiciary					
NDPIII Programme						
Implementing Agency	101 Judiciary					
NDP PIP Code						
MFPED PIP Code	1644					
Location	High Court, Headquarters					
Estimated Cost ( billions)	243.782					
Total Expenditure on project - related interventions up to start of next NDP ( billions)						
Project Duration/Lifespan (Financial Years)	FY 2020/21, FY 2021/22, FY 2022/23, FY 2023/24 & FY 2024/25					
Officer Responsible (Title)	Permanent Secretary/Secretary to the Judiciary					
Project Introduction						
Problem Statements	<p>The Judiciary continues to face challenges that include lack of land for construction of Courts; inadequate transport equipment for judicial officers; use of semi-manual court processes insufficient alternative sources of power; and inadequate office equipment as well as specialised machinery. Thus, Ugandans are restricted in their access to justice. For the vulnerable and marginalised groups, it is even more difficult to claim rights and receive effective remedies.</p> <p>The majority of the functioning courts operate in below-minimum working conditions since they lack office and specialised equipment. Work processes are semi-manual as many courts lack computers and other support equipment. The coverage of computers to staff is less than 50% with the average coverage of computers to court stations at less than 60%.</p> <p>Furthermore, many of the courts lack office furniture. These courts are forced to borrow furniture from local councils to seat court users.</p>					

	<p>The inadequate transport equipment to facilitate supervision, conduct locus in quo visits and facilitate process service greatly affects the timely adjudication of court cases. The weight of this inefficiency is seen in the growing case backlog considering that a third of the caseload at High Court and Magistrates courts is comprised of land matters which are all subject to locus in quo visits before disposal. Courts in remote areas face frequent load shedding, which interrupts court operations thus affecting the quality of judicial service delivery.</p> <p>Inability to improve service delivery in all courts makes it difficult for Uganda to attain Vision 2040, which is a national aspiration for citizens to live and work in a peaceful, secure, harmonious and stable country where the rule of law prevails and respect for fundamental human rights is observed.</p>					
Situational Analysis	N/A					
Objectives/Outcomes/Outputs	<p><b>Objectives</b></p> <p>a) To improve the efficiency of court processes.</p> <p>b) To enhance case management.</p> <p>c) To improve the working environment.</p> <p><b>Expected Outputs:</b></p> <p>a) 106 Land Titles acquired</p> <p>b) 751 motor vehicles procured.</p> <p>c) 353 motorcycles procured</p> <p>d) 3 boats procured.</p> <p>e) Video conferencing facility rolled out to 8 regional Court of Appeal courts.</p> <p>f) Video conferencing facility rolled out to 20 High Court circuits.</p> <p>g) Video conferencing facility rolled out to 10 chief magistrates courts</p> <p>h) 1,450 computers procured for courts.</p> <p>i) Fire suppression systems procured for 300 courts.</p> <p>j) 3 luggage scanners for Supreme Court, Court of Appeal and High Court procured.</p> <p>k) 5 under-carriage security search mirrors procure d.</p> <p>l) e-boards at High Court circuits and chief Magistrates courts procured for 60 courts.</p> <p>m) Suggestion boxes procured for 400 courts.</p> <p>n) 24 courts equipped with generators.</p> <p>o) 38 courts equipped with solar systems.</p> <p>p) Breastfeeding and children's playrooms provided for 47 courts.</p> <p>q) 41 sets of court recording and transcription equipment procured.</p> <p>r) Centralised biometric time attendance system installed in 200 courts.</p> <p>s) Assorted furniture procured for 40 court stations.</p> <p>t) 72 CCTV camera systems procured for courts.</p> <p>u) 30 walk-through scanner metal detectors procured for courts.</p> <p>v) 400 metal detectors procured for courts</p>					
<b>Strategic Options</b>						
<b>Estimated Project Cost (Billions)</b>						
Outputs	Actual FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Non-Residential Buildings		1.010	43.250	63.054	73.414	63.054
<b>Total</b>		<b>1.010</b>	<b>43.250</b>	<b>63.054</b>	<b>73.414</b>	<b>63.054</b>
<b>Strategic Plan projected performance</b>						
<b>a) Budget Absorption (Projection)</b>						
		FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
		<b>0.414%</b>	<b>17.82%</b>	<b>43.68%</b>	<b>73.79%</b>	<b>100%</b>
<b>b) Physical Performance</b>						

a) 106 Land Titles acquired			50	86	96	106
b) 751 motor vehicles procured		21	101	316	536	751
c) 353 motorcycles procured		3	53	153	253	353
d) 3 boats procured				1	2	3
e) Video conferencing facility rolled out to regional Court of Appeal courts				2	5	8
f) Video conferencing facility rolled out to 20 High Court circuits		4	8	12	16	20
g) Video conferencing facility rolled out to 10 chief magistrates courts			0	2	5	8
h) 1,450 computers procured for courts		250	550	850	1150	1450
i) Fire suppression systems procured for 300 courts.		50	150	200	250	300
j) 3 luggage scanners for Supreme Court, Court of Appeal and High Court procured			3			3
k) 5 under-carriage security search mirrors procured			5			5
l) e-boards at High Court circuits and chief magistrates courts procured for 60 courts				20	40	60
m) Suggestion boxes procured for 400 courts			100	200	300	400
n) 24 courts equipped with generators			6	12	18	24
o) 28 courts equipped with solar systems			7	14	21	28
p) Breastfeeding and children's playrooms provided for 47 courts.			2	7	27	47
q) 41 sets of court recording and transcription equipment procured		6	11	21	31	41
r) Centralised biometric time attendance system installed in 200 courts			50	100	150	200
s) Assorted furniture procured for 40 court stations			10	20	30	40
t) 72 CCTV camera systems procured for courts			18	36	54	72
u) 30 walk-through scanner metal detectors procured for courts.			30			30
v) 400 metal detectors procured for courts			200	300	400	400

## Annex 1: Results Framework, Outcome Level

Expected Results	Indicators	Baseline	20/21	21/22	22/23	23/24	24/25
		2019/20					
1. Increased coverage of Judiciary services	Proportion of operational regional Courts of Appeal (%)	0	0	0	0	50	100
	Proportion of operational High Court circuits (%)	70	70	75	80	85	90
	Proportion of districts with an operational Chief Magistrate Court (%).	54	56	58	60	62	65
	Proportion of constituencies with an operational Magistrate Grade One Court (%)	50	52	54	56	58	60
2. Increased productivity of Judicial officers	Average number of cases disposed of per judge	348	368	388	408	428	448
	Average number of cases disposed of per registrar	216	246	276	306	336	366
	Average number of cases disposed of per chief magistrate	348	378	408	438	468	498
	Average number of cases disposed of per magistrate grade one	324	344	384	414	444	447
3. Increased speed of case disposal	Disposal rate of cases at the Supreme Court (%)	17	20	23	26	29	32
	Disposal rate of cases at the Court of Appeal (%)	11	14	17	20	23	26
	Disposal rate of cases at the High Court (%)	20	23	26	29	32	35
	Disposal rate of cases at the chief magistrate courts (%)	56	59	62	65	68	71
	Disposal rate of cases at the magistrate grade I courts (%)	61	64	67	70	73	76
	Disposal rate of cases at the magistrate grade II courts (%)	65	68	71	74	77	80
4. Reduced lead times/ turnaround times in the disposal of cases	The average time taken from filing to disposal of cases at the Supreme Court (days).	846	816	786	756	726	696
	The average time taken from filing to disposal of cases at the Court of Appeal (days).	2881	2851	2821	2791	2761	2758
	The average time taken from filing to disposal of cases at the High Court (days).	653	623	593	563	533	503
	The average time taken from filing to disposal of cases at the magistrate courts (days).	278	248	218	188	158	128
5. Reduced case backlog in the court system	Percentage of backlog at the Supreme Court (%)	48	45	42	39	34	24
	Percentage of backlog at the Court of Appeal (%)	58	55	52	49	44	34
	Percentage of backlog at the High Court (%)	47	44	41	38	33	23
6. Increased satisfaction of court users	Percentage of backlog at the chief magistrate courts (%)	40	37	34	31	26	16
	Percentage of court users rating confidence in courts as high to very high (%)	52	55	58	61	64	67

**Annex 2: Results Framework, Output Level**

Interventions	Outputs	Activities	Indicators	Baseline		Targets					Responsibility Persons	
				2019/20	2021	21/22	22/23	23/24	24/25			
<b>Strategic Objective 1: To enhance equitable access to Judiciary services</b>												
1.1 Improve physical access to Judiciary services and proximity to courts.	Judiciary infrastructure master plan developed	Develop the Judiciary infrastructure master plan	Judiciary infrastructure master plan in place			1						<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> <li>Chief Registrar</li> </ul>
	Land acquired and land titles processed	Acquire land and process land titles	Number of land titles acquired	24		50	36	10	10			<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
	Ongoing court building construction projects completed	Complete the construction of Supreme Court and Court of Appeal building	% Completion of Supreme Court and Court of Appeal building	10%	35%	100%						<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Complete the construction of the Mukono High Court building	% Completion of Mukono High Court building		30%	100%						<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Complete the construction of Chief Magistrate Court buildings (Kamwenge, Butambala and Mayuge )	Number of Chief Magistrate buildings completed			3						<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Complete the construction of Magistrate Grade I Court buildings (Kole, Rubirizi, Buhweju, Sheema and Sembabule)	Magistrate Grade I Court buildings completed			5						<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	New Court buildings constructed	Construct regional Court of Appeal centres	Number of Court of Appeal centres constructed			2	3	3				<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>



Interventions	Outputs	Activities	Indicators	Baseline		Targets					Responsibility Persons
				2019/20	2020/21	21/22	22/23	23/24	24/25		
		Construct High Court Circuit buildings	Number of High Court Circuit buildings constructed		1	2	3	2	2	2	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Construct Chief Magistrate Court buildings	Number of new Chief Magistrate Court buildings constructed		3	5	4	4	4	4	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Construct Magistrate Grade One Court buildings	Number of new Magistrate Grade One Court buildings constructed		1	3	6	6	6	6	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Construct institutional houses at hard-to-reach/ hard-to-live areas	Number of institutional houses at hard-to-reach/ hard-to-live areas constructed			0	10	10	10	10	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	The Judiciary archives building constructed	Construction of the Judiciary archives building	Judiciary records archives in place			1					<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management</li> </ul>
	Court buildings and institutional houses renovated	Renovate High Court circuits and divisions	Number of High Court circuits and divisions renovated		1	2	3	2	2	2	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Renovate chief magistrate courts	Number of chief magistrate courts renovated	1	3	3	4	4	4	3	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Renovate magistrate grade one courts	Number of magistrate grade one courts renovated			3	4	4	4	4	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons	
					20/21	21/22	22/23	23/24	24/25		
	Courts rehabilitated to accommodate people with special needs	Rehabilitate toilets to accommodate people with special needs	Number of courts rehabilitated to accommodate toilets for people with special needs			20	20	20	20	20	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Rehabilitate courts to accommodate ramps	Number of courts rehabilitated to accommodate ramps			20	20	20	20	20	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	Breastfeeding and children's playroom established	Establish breastfeeding and children's playroom	Number of rooms established	3	2	5	20	20	20	20	<ul style="list-style-type: none"> <li>Chief Registrar &amp; Under Secretary/Finance and Administration</li> </ul>
	Standard signage for all courts and court offices set up	Set up standard signage for all courts and court offices	Percentage of courts and court offices with standard signage	5	5	20	20	20	20	20	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> <li>Registrar, Public Relations &amp; Communications</li> </ul>
	Water harvesting tanks constructed	Construct water harvesting tanks	Number of Water harvesting tanks constructed			20	20	20	20	20	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	Courts equipped with adequate furniture	Equip courts with adequate furniture	Number of courts equipped with adequate furniture								<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
	Alternative sources of power provided	Equip courts with generators	Number of courts equipped with generators		7	10	10	10	10	10	<ul style="list-style-type: none"> <li>Under Secretary, Finance &amp; Administration</li> <li>Chief Registrar</li> </ul>
		Equip courts with solar systems	Number of courts equipped with solar systems			6	6	6	6	6	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>
		Equip courts with solar systems	Number of courts equipped with solar systems		1	7	7	7	7	7	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons	
					20/21	21/22	22/23	23/24	24/25		
1.2 Increase functional access to Judiciary services.	Site visits/ inspections conducted	Conduct site visits/ inspection	Number of site visits/ inspection conducted	100	5	5	5	5	5	Technical Services Department • Commissioner, Engineering & Technical Services Department • Deputy Chief Justice • Deputy Chief Justice	
	Regional Courts of Appeal gazetted and operationalised	Gazette regional Courts of Appeal Operationalise regional Courts of Appeal	Number of regional Courts Appeal gazetted Number of Courts of Appeal operationalised		8			4	4	Deputy Chief Justice • Deputy Chief Justice	
	Six High Court circuits operationalised	Operationalise the six non - operational High Court circuits	Number of High Court circuits operationalised		1	2	2	2	1	Principal Judge	
	Magisterial areas re-gazetted	Re-gazette magistrates areas	The Gazette		1					Chief Registrar	
	Magistrate courts operationalised	Operationalise Chief Magistrate courts Operationalise Magistrate Grade One courts	Number of Chief Magistrate courts operationalised Number of Magistrate Grade One courts operationalised	82 139		23	86	22	86	22 86	Chief Registrar • Chief Registrar • Chief Registrar
	Specialised courts at the High Court circuits established	Establish specialised land courts at High Court circuits Establish specialised commercial courts at High Court circuits	Number of specialised land courts at High Court circuits Number of specialised commercial courts established at High Court circuits			7	7	7	6	6	Principal Judge • Principal Judge
		Establish specialised family courts at	Establish specialised family courts established	Number of specialised family courts established			7	7	7	6	Principal Judge

Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons
					20/21	21/22	22/23	23/24	24/25	
		High Court circuits	at High Court circuits							
		Establish specialised anti-corruption courts at High Court circuits	Number of specialised anti-corruption courts established at High Court circuits			2	2	1		• Principal Judge
	Mobile courts established	Establish mobile courts in refugee camps	Number of mobile courts established	7	2	2				• Chief Registrar
	Court fees reviewed	Review court fees	New court fees in place		1					• Chief Registrar
	The pecuniary jurisdiction of magistrates reviewed	Review of pecuniary jurisdiction of magistrates	The new pecuniary jurisdiction of magistrates		1					• Chief Registrar
	Sign language and Braille services at all High Court circuits provided	Provide sign language services at all High Court circuits Provide Braille services at all High Court circuits	Number of High Court circuits with sign language services Number of High Court circuits with Braille service		5	5	5	5		• Chief Registrar • Chief Registrar
	Judiciary documents translated into Braille and local languages	Translate Judiciary documents into Braille and local languages	Number of documents translated		8	8	8	8		• Chief Registrar • Registrar, Public Relations & Communications
1.3 Promote people-centred court services and processes	Dissemination campaigns about the Judiciary and its services conducted	Conduct campaigns on the Judiciary and its services	Number of dissemination campaigns for the Judiciary client harter conducted		24	24	24	24		• Chief Registrar • Registrar, Public Relations & Communications
	Functional information desks at courts	Establish functional information desks at courts	Number of functional information desks at courts		20	20	20	20		• Registrar, Public Relations & Communications

Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons	
					20/21	21/22	22/23	23/24	24/25		
Strengthening the legal and policy framework for efficient delivery of justice.	established and maintained		established and maintained								<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> <li>Under Secretary, Finance &amp; Administration</li> </ul>
	Functional suggestion boxes established at courts	Establish functional suggestion boxes at courts	Number of suggestion boxes established at courts		100	100	100	100	100		<ul style="list-style-type: none"> <li>Under Secretary, Finance &amp; Administration</li> <li>Registrar, Inspectorate of Courts</li> </ul>
	e-boards established at High Court circuits and Chief Magistrate courts	Establish e-boards at High Court circuits and Chief Magistrate courts	Number of courts with e-boards	1			20	20	20		<ul style="list-style-type: none"> <li>Commissioner, Information &amp; Communication Technology Department</li> </ul>
<b>Strategic Objective 2: To Improve court processes and case management</b>											
2.1 Strengthening the legal and policy framework for efficient delivery of justice.	Court rules, procedures, regulations and guidelines developed and reviewed	Develop court rules, procedures, guidelines and regulations.	Number of rules, procedures, guidelines and regulations developed		2	2	2	2	2		<ul style="list-style-type: none"> <li>Chief Registrar</li> </ul>
		Develop regulations to implement the Administration of Judiciary Act	The Administration of Judiciary regulations		6						<ul style="list-style-type: none"> <li>Chief Registrar</li> </ul>
	Registry operations manual developed	Review outdated Court rules, procedures, guidelines, and regulations	Number of rules, procedures, guidelines and regulations reviewed		4	4	4	4	4		<ul style="list-style-type: none"> <li>Chief Registrar</li> </ul>
		Develop a registry operations manual	The registry operations manual		1						<ul style="list-style-type: none"> <li>Chief Registrar</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons
					20/21	21/22	22/23	23/24	24/25	
2.2 Enhance the capacity of courts for timely adjudication of	Transport equipment for locus in quo visits, process service, inspection, and for entitled officers procured	Procure vehicles	Number of vehicles procured	206	21	80	215	220	215	<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
		Procure motorcycles	Number of motorcycles procured	43	3	50	100	100	100	<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
		Procure boats for courts in island areas	Number of boats procured				1	1	1	<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
Access to reference materials improved	Provide library space at courts	Number of library spaces established at courts								<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> <li>Chief Registrar</li> <li>Under Secretary, Finance &amp; Administration</li> </ul>
	Stock libraries with reference materials	Number of courts with adequately stocked libraries								<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Principal Librarian</li> </ul>
	Subscribe to e-Libraries	Number of officers subscribing to e-Libraries								<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Information &amp; Communication Technology Department</li> <li>Principal Librarian</li> </ul>
	Support operations of Uganda Legal Information Institute (ULII)	ULII maintained								<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Deputy Registrar, Law Reporting</li> </ul>
2.3 Dispose of cases at all court levels.	Case disposal targets reviewed, set and monitored	Review, set and monitor case disposal targets	Report on case clearance targets							<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Registrar, Planning, Research and Development</li> </ul>



Interventions	Outputs	Activities	Indicators	Baseline		Targets					Responsibility Persons	
				2019/20	20/21	21/22	22/23	23/24	24/25			
												<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> <li>Chief Justice</li> <li>Registrar, Supreme Court</li> <li>Deputy Chief Justice</li> <li>Registrar, Court of Appeal</li> <li>Principal Judge</li> <li>Registrar, High Court</li> <li>Chief Registrar</li> <li>Registrar, Magistrates Affairs and Data Management</li> <li>Chief Registrar</li> <li>Registrar, Magistrates Affairs and Data Management</li> <li>Chief Registrar</li> <li>Registrar, Magistrates Affairs and Data Management</li> <li>Registrar, High Court</li> <li>Registrar, High Court</li> </ul>
	Cases at the Supreme Court disposed of	Dispose of cases at Supreme Court	Number of cases disposed of at the Supreme Court	94	103	114	125	138	151			
	Cases at the Court of Appeal disposed of	Dispose of cases at Court of Appeal	Number of cases disposed of at the Court of Appeal	975	1,073	1,180	1,298	1,427	1,570			
	Cases in the High Court disposed of	Dispose of cases at High Court	Number of cases disposed of at the High Court	17,083	18,791	20,670	22,737	25,011	27,512			
	Cases at the Chief Magistrate courts disposed of	Dispose of cases at Chief Magistrate courts	Number of cases disposed of at the Chief Magistrate courts	79,906	87,896	96,686	106,354	116,990	128,689			
	Cases at the Magistrate Grade I courts disposed of	Dispose of cases at Magistrate Grade I courts	Number of cases disposed of at the Magistrate Grade I courts	30,907	33,997	37,397	41,137	45,250	49,776			
	Cases at the Magistrate Grade II courts disposed of	Dispose of cases at Magistrate Grade II courts	Number of cases disposed of at the Magistrate Grade II courts	1,904	2,094	2,303	1,803	1,303	803			
2.4 Reduce case backlog.	Annual case backlog census undertaken	Conduct case backlog census	Case backlog report	1		1	1	1	1			
	Judiciary case backlog reduction strategy developed and implemented	Develop the Judiciary case backlog reduction strategy	The Judiciary case backlog reduction strategy			1						

Interventions	Outputs	Activities	Indicators	Baseline					Targets					Responsibility Persons
				2019/20	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	
		Produce case backlog reduction progress report	Case backlog reduction progress report	1	1	1	1	1	1	1	1	1	1	Registrar, High Court
	Backlog case disposal targets set and monitored	Set backlog case disposal targets Monitor backlog case disposal	Annual backlog case disposal plan Monitoring report	1	1	1	1	1	1	1	1	1	1	<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, High Court</li> <li>Registrar, High Court</li> <li>Registrar, Planning Research &amp; Development</li> </ul>
	Backlog cases completed through sessions	Conduct backlog reduction sessions at Supreme Court Conduct backlog reduction sessions at the Court of Appeal Conduct backlog reduction sessions at High Court	Number of backlog sessions conducted	4	4	4	4	4	4	4	4	4	4	<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, Supreme Court</li> </ul>
		Conduct backlog reduction sessions at Chief Magistrate courts Conduct backlog reduction sessions at Magistrate Grade I courts	Number of backlog sessions conducted	8	16	16	16	24	32	456	496	536	536	<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, High Court</li> <li>Registrar, Court of Appeal</li> <li>Registrar, High Court</li> </ul>
		Conduct backlog reduction sessions at Chief Magistrate courts Conduct backlog reduction sessions at Magistrate Grade I courts	Number of backlog sessions conducted			408	408	408	408	408	408	408	408	<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
		Conduct backlog reduction sessions at Magistrate Grade I courts	Number of backlog sessions conducted					408	408				408	<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
	Plea bargaining programme rolled out and implemented	Roll out plea bargaining to courts and	Number of courts and prisons where plea bargaining is			8	8	8	8	8	8	8	8	<ul style="list-style-type: none"> <li>Principal Judge</li> <li>Registrar, High Court</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons
					20/21	21/22	22/23	23/24	24/25	
Alternative dispute resolution (ADR) mechanisms strengthened	prisons around the country Set targets on disposal of cases through plea bargaining Conduct plea bargaining sessions at High Court circuits and divisions Sensitisation and awareness of the public on plea bargaining Establish and equip mediation spaces at courts Accredit mediators Conduct mediation sensitisation and awareness Monitor the performance of accredited mediators	Annual plea bargaining plan Number of plea bargaining sessions conducted Number of sensitisation and awareness campaigns conducted Number of courts with mediation spaces established and equipped Number of mediators accredited Number of mediation sensitisation and awareness campaigns conducted A report on the performance of accredited mediators	1 76 8 1 279 4 4	1	1	1	1	1	1	Principal Judge Registrar, High Court
				76	80	88	96	100	Principal Judge Registrar, High Court	
				8	8	8	8	8	Principal Judge Registrar, High Court	
				1	4	5	5	4	Commissioner, Engineering & Technical Services Department Under Secretary, Finance & Administration Commissioner, ICT Department Registrar, ADR	
				279	160	160	160	160	Registrar, ADR	
				4	4	4	4	4	Registrar, ADR Registrar, Public Relations and Communications	
				4	4	4	4	4	Registrar, ADR	

Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons	
					20/21	21/22	22/23	23/24	24/25		
		Conduct sensitisation and awareness of the public on Small Claims Procedure	Number of sensitisation and awareness campaigns of the public on Small Claims Procedure conducted		40	40	40	40	40		<ul style="list-style-type: none"> <li>Registrar, ADR</li> <li>Registrar, Public Relations and Communications</li> </ul>
		Develop a reward and recognition strategy for each judicial officer and for each Small Claims Procedure court station	Reward and recognition strategy			1					<ul style="list-style-type: none"> <li>Registrar, ADR</li> </ul>
		Roll out Small Claims Procedure to all magistrate courts	Number of magistrate courts where Small Claims Procedure is rolled out	128	32	32	32	32	32		<ul style="list-style-type: none"> <li>Registrar, ADR</li> </ul>
		Train judicial and non-judicial officers in Small Claims Procedure	Number of officers trained in Small Claims Procedure		120	120	120	120	120		<ul style="list-style-type: none"> <li>Registrar, ADR</li> <li>Registrar Human Resource Development &amp; Training</li> </ul>
		Conduct on-station Small Claims Procedure coaching sessions at courts	Number of courts		56	56	56	56	56		<ul style="list-style-type: none"> <li>Registrar, ADR</li> </ul>
	Adjudication of gender-based violence cases strengthened	Conduct special court sessions for gender-based violence cases	Number of special gender-based violence sessions conducted		64	64	64	64	64		<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
		Train judicial officers in the management of	Number of judicial officers trained in the management		100	100	100	100	100		<ul style="list-style-type: none"> <li>Registrar, Human Resource</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline					Targets					Responsibility Persons
				2019/20	20/21	21/22	22/23	23/24	24/25					
		gender-based violence cases	of gender-based violence cases											Development & Training
	Specialised court to handle environmental and climate change-related cases established	Conduct special court sessions for environmental and climate-related cases	Number of environmental and climate-related sessions conducted	64	64	64	64	64	64	64				<ul style="list-style-type: none"> <li>Registrar, High Court</li> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
		Train judicial officers in the management of environmental and climate-related cases	Number of judicial officers trained in the management of environmental and climate-related cases		50	50	50	50	50	50				<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> </ul>
2.5 Strengthen the inspectorate the Inspectorate of Courts reinforced function.		Establish and operationalise regional offices	Number of regional offices established and operationalised				2	2	2					<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>
		Conduct training and monitoring and specialised investigation skills	Number of trainings conducted		4	4	4	4	4	4				<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> <li>Registrar, Human Resource Development &amp; Training</li> </ul>
Supervision of courts enhanced		Develop an annual court inspection plan	Annual court inspection plan		1	1	1	1	1	1				<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>
		Monitor performance on the annual court inspection plan (inspections)	Number of courts inspected	145		160	180	200	200	200				<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> </ul>
		Conduct support supervision and ad hoc field inspections for all	Number of field visits/ inspections conducted	20	20	20	20	20	20	20				<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>

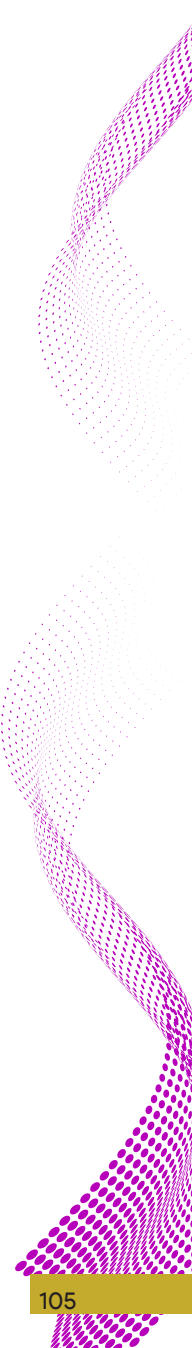
Interventions	Outputs	Activities	Indicators	Baseline					Targets					Responsibility Persons			
				2019/20	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24		24/25		
	Service delivery standards and the Judiciary client charter promoted	Develop service delivery standards for courts	Compendium of service delivery standards		1												• Registrar, Inspectorate of Courts
		Monitor compliance with service delivery standards	Number of compliance visits	4	4	4	4	4	4	4	4	4	4	4	4	4	• Registrar, Inspectorate of Courts
		Conduct peer review committee activities	Number of peer review activities conducted			200	200	200	200	200	200	200	200	200	200	200	• Registrar, Inspectorate of Courts
		Conduct quality assurance visits	Number of visits conducted			4	4	4	4	4	4	4	4	4	4	4	• Registrar, Inspectorate of Courts
		Conduct disciplinary committee meetings	Number of meetings			12	12	12	12	12	12	12	12	12	12	12	• Registrar, Inspectorate of Courts
		Conduct integrity committee meetings	Number of meetings			12	12	12	12	12	12	12	12	12	12	12	• Registrar, Inspectorate of Courts
	Judiciary anti - corruption strategy developed and monitored	Develop the Judiciary anti - corruption strategy	The Judiciary anti - corruption strategy			1											• Registrar, Inspectorate of Courts
		Monitor the Judiciary anti - corruption strategy implementation	Number of field visits			4	4	4	4	4	4	4	4	4	4	4	• Registrar, Inspectorate of Courts
2.6 Strengthen stakeholder engagement and	Chain-linked committee framework strengthened	Hold regional chain-linked (RCC) committee meetings in all	Number of RCC meetings held		56	60	64	80	80	80	80	80	80	80	80	80	• Registrar, High Court



Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons
					20/21	21/22	22/23	23/24	24/25	
coordination for timely determination		High Court circuits								
		Hold district chain-linked (DCC) committee meetings in all magistrate courts	Number of DCC meetings held		416	416	416	416		• Registrar, Magistrates Affairs & Data Management
	Court user meetings strengthened	Hold court users meetings	Number of Court users' meetings held		36	36	36	36		• Registrar, High Court
	Local Council courts supervised	Facilitate magistrates courts to supervise Local Council courts	Number of courts facilitated	6	11	56	56	56		• Registrar, Magistrates Affairs & Data Management
<b>Strategic Objective 3: To strengthen the use of information and communication technology in administration of justice</b>										
3.1 Strengthening Judiciary ICT Legal and Regulatory environment.	Judiciary ICT policy strengthened	Review the Judiciary ICT policy	The new Judiciary ICT policy	1	1					• Commissioner, ICT Department
	Judiciary backup, disaster recovery, and business continuity strategy developed	Develop a Judiciary backup, disaster recovery, business continuity strategy	Judiciary backup, disaster recovery & business continuity strategy		1					• Commissioner, ICT Department
	Digital document policy developed	Develop a digital document policy	Digital document policy		1					• Commissioner, ICT Department
	Legal and regulatory framework to support electronic filing and automatic court recording and transcription developed and implemented	Review, develop and implement laws to support electronic filing and automatic court recording and transcription	Enabling regulatory framework for e-filing and automatic court recording and transcription							

Interventions	Outputs	Activities	Indicators	Baseline					Responsibility Persons	
				2019/20	20/21	21/22	22/23	23/24		24/25
3.2Automation of registries and other court processes	Electronic document management systems (EDMS) established	Establish electronic document management systems	Electronic document management systems (EDMS)			1				• Commissioner, ICT Department
	Court kiosks at operational High Courts and Courts of Appeal introduced	Introduce court kiosks at all operational High Courts and Courts of Appeal	Number of High Courts of Appeal with operational one-stop-shop registries			5	7	7	9	• Chief Registrar • Commissioner, ICT Department
	Electronic Case Management Information System (ECCMIS) designed, developed, deployed, implemented and maintained	Design, develop, deploy, implement and maintain ECCMIS	Percentage operationalisation of ECCMIS	0%						• Commissioner, ICT Department
	ECCMIS rolled out	Roll out ECCMIS	Number of court stations using ECCMIS		19	13	20	30	40	• Commissioner, ICT Department
	Registries interconnected	Establish interconnectivity of registries	Number of interconnected registries		19	13	20	30	40	• Commissioner, ICT Department
	Equipment for registry operations provided	Provide equipment for registries	Number of registries provided with equipment for registry operations		19	13	20	30	40	• Commissioner, ICT Department
	Digital court recording and transcription system rolled out	Roll out digital court recording and transcription system	Number of sets of digital court recording and transcription system	65		5	10	10	10	• Commissioner, ICT Department
	Video conferencing system rolled out	Roll out video conferencing system to 8	Number of regional Courts of Appeal with video				2	3	3	• Commissioner, ICT Department

Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons
					20/21	21/22	22/23	23/24	24/25	
3.3 Enhancing ICT capacity of the Judiciary.	to Courts of Appeal, High Court circuits, High Court Divisions, and Chief Magistrates Courts	Regional Courts of Appeal Roll out video conferencing system to 20 High Court circuits Roll out video conferencing system to all High Court Divisions Roll out video conferencing system to 18 Chief Magistrate courts	conferencing system Number of High Court circuits with video conferencing system Number of High Court divisions and registries with video conferencing system Number of Chief Magistrate Courts with video conferencing system	1	4	4	4	4		• Commissioner, ICT Department
	e-Court fee payment system developed and implemented	Develop and implement e-Court fee payment system.	Operational e-Court fee payment system		1					• Commissioner, ICT Department
	Digital evidence presentation system rolled out to courts	Roll out digital evidence presentation system to courts.	Number of courts with digital evidence presentation system rolled out		5	8	10	11	11	• Commissioner, ICT Department
	ICT forensic audit carried out	Undertake ICT audit	An ICT forensic audit report				1			• Commissioner, ICT Department
	A strategy for promoting the use of ICT in the administration of justice developed	Review and develop a strategy for promoting the use of ICT in the administration of justice	Strategy for promoting the use of ICT in administration of justice						1	• Commissioner, ICT Department
	Judiciary ICT infrastructure master plan developed	Develop a Judiciary ICT infrastructure master plan	Judiciary ICT infrastructure master plan						1	• Commissioner, ICT Department



Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons	
					20/21	21/22	22/23	23/24	24/25		
	Computers and other equipment procured and provided	Procure and provide computers and other equipment	Number of computers and other equipment procured	1,792	250	300	300	300	300	300	• Commissioner, ICT Department
	Court stations connected to the internet	Install internet connectivity at courts stations	Number of court stations connected to the internet	34	15	20	20	20	20	20	• Commissioner, ICT Department
	ICT support to courts and Judiciary staff provided	Provide ICT support to courts and Judiciary staff	Number of ICT technical reports for court stations	92	265	265	270	290	300	300	• Commissioner, ICT Department
	ICT infrastructure routinely maintained and serviced	Undertake routine maintenance and servicing of ICT infrastructure	% of ICT infrastructure in serviceable condition	80	85	99	99	99	99	99	• Commissioner, ICT Department
	Access to required applications and software enabled	Enable access to required applications and software	Rate of access (%) to required applications & software	70	80	99	99	99	99	99	• Commissioner, ICT Department
		Procure computer specialised application software like engineering design software (ArchCAD, AutoCAD, ProtaStructure, Geoslope, PlanSwift, AutoDesk Revit and MS Project)				1	2	2	2	2	• Commissioner, ICT Department • Commissioner, Engineering & Technical Services Department
	Judiciary staff trained on ICT	Undertake ICT training of Judiciary staff	Number of Judiciary staff trained on ICT	100	400	400	400	400	400	400	• Registrar, Human Resource Development & Training • Commissioner, Engineering &

Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons
					20/21	21/22	22/23	23/24	24/25	
	ICT security for ICT systems and infrastructure maintained	Maintain ICT security of ICT systems and infrastructure	Number of software licenses for ICT security procured	1,792	2,042	2,342	2,642	2,942	3,242	Technical Services Department • Commissioner, Engineering & Technical Services Department
<b>Strategic Objective 4: To develop and support the Judiciary workforce and institutional capacity</b>										
4.1 Strengthen the human resource capacity.	Judiciary staff structure reviewed	Review Judiciary staff structure	New Judiciary staff structure	1	1					<ul style="list-style-type: none"> <li>Permanent Secretary/ Secretary to the Judiciary</li> <li>Chief Registrar</li> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
	Staffing gaps for justices, judges, registrars, magistrates, research officers <sup>6</sup> and non-judicial staff filled	Fill staffing gaps for justices of the Supreme Court	Percentage of justices of the Supreme Court in place	100%	100%	50% <sup>7</sup>	65%	80%	100%	
		Fill staffing gaps for justices of the Court of Appeal	Percentage of justices of the Court of Appeal in place	93%	93%	27% <sup>8</sup>	40%	60%	80%	
		Fill staffing gaps for judges of the High Court	Percentage of judges of the High Court in place	62%	67%	50% <sup>9</sup>	60%	70%	80%	
		Fill staffing gaps for registrars, deputy and assistant registrars	Percentage registrars, deputy and assistant registrars in place	55%	73%	60% <sup>10</sup>	70%	80%	90%	

<sup>6</sup> These will be phased out to Magistrates

<sup>7</sup> The Judiciary Staff Structure 2021 reviewed the numbers thus the fall in the target for FY 2021/22 onwards

<sup>8</sup> Ibid

<sup>9</sup> Ibid

<sup>10</sup> Ibid

Interventions	Outputs	Activities	Indicators	Baseline		Targets					Responsibility Persons
				2019/20	20/21	21/22	22/23	23/24	24/25		
		Fill staffing gaps for chief magistrates	Percentage of chief magistrates in place	45%	70%	70% <sup>11</sup>	80%	90%	100%		<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Fill staffing gaps for Magistrates Grade One	Percentage of magistrates grade one in place	43%	47%	60% <sup>12</sup>	70%	80%	90%		<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Fill staffing gaps for research officers	Percentage of research officers in place	26%	26%	-	-	-	-		<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Fill staffing gaps for non-judicial staff	Percentage of non-judicial staff in place	46%	46%	40% <sup>13</sup>	60%	70%	80%		<ul style="list-style-type: none"> <li>The Permanent Secretary/Secretary to the Judiciary</li> <li>Commissioner, Human Resource Management Department</li> </ul>
	Staff emoluments and retirement benefits paid	Pay staff emoluments and retirement benefits	Staff emoluments and retirement benefits report	1	1	1	1	1	1		<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>
4.2 Attract, retain,	Judiciary Service regulations development	Development of Judiciary Service regulations	Judiciary Service regulations		1						<ul style="list-style-type: none"> <li>Permanent Secretary/Secretary to Judiciary</li> </ul>

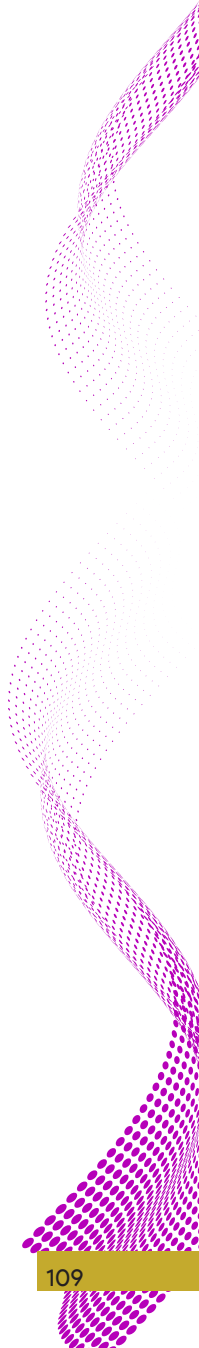
<sup>11</sup> Ibid

<sup>12</sup> The Judiciary Staff Structure 2021 re-designated all Research Officers to Magistrates thus the increase in the target for FY 2021/22 onwards

<sup>13</sup>The Judiciary Staff Structure 2021 reviewed the numbers thus the fall in the target for FY 2021/22 onwards



Interventions	Outputs	Activities	Indicators	Baseline					Responsibility Persons		
				2019/20	20/21	21/22	22/23	23/24		24/25	
empower and motivate staff.	Judiciary human resource manual developed	Develop a Judiciary human resources manual	Judiciary human resource manual			1				<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>	
	A Judiciary staff rewards and sanctions framework developed and implemented	Develop a Judiciary rewards and sanctions framework	Judiciary rewards and sanctions framework			1				<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Registrar, Inspectorate of Courts</li> </ul>	
		Implement the Judiciary staff rewards and sanctions framework	Level of compliance			100%	100%	100%	100%		<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Registrar, Inspectorate of Courts</li> </ul>
	The training function strengthened	Conduct staff training needs assessment	Training needs assessment report		1	1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Develop Judiciary staff training calendar	The Judiciary staff training calendar			1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Human Resource Management Department</li> </ul>
		Conduct staff training	Number of Judiciary staff trained			1,280	1,280	1,280	1,280	1,280	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> </ul>



Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons	
					20/21	21/22	22/23	23/24	24/25		
											<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> <li>• Commissioner, Human Resource Management Department</li> <li>• Registrar Human Resource Development &amp; Training</li> <li>• Commissioner, Human Resource Management Department</li> </ul>
		Provide human resource support supervision	Number of support supervision visits		4	4	4	4	4		
		Conduct induction for new Judiciary staff	Number of newly appointed Judiciary staff inducted		250	271	208	208	208		
	Judiciary deployment and transfer policy developed	Develop Judiciary deployment and transfer policy	Judiciary deployment and transfer policy								<ul style="list-style-type: none"> <li>• Permanent Secretary/Secretary to the Judiciary</li> <li>• Chief Registrar</li> <li>• Registrar Human Resource Development &amp; Training</li> <li>• Commissioner, Human Resource Management Department</li> </ul>
4.3 Improve staff wellness	HIV/AIDS workplace policy implemented	Support Judiciary staff living with HIV/AIDS	Percentage of staff living with HIV/AIDS supported	100%	100%	100%	100%	100%	100%		
		Conduct HIV/AIDS awareness campaigns	Number of HIV/AIDS awareness campaigns conducted	4	4	4	4	4	4		<ul style="list-style-type: none"> <li>• Commissioner, Human Resource Management Department</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons	
					20/21	21/22	22/23	23/24	24/25		
	Popularise the HIV/AIDS workplace policy	Popularise the HIV/AIDS workplace policy	HIV/AIDS workplace policy popularised	4	4	4	4	4	4	4	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>
	Psycho-social support provided	Provide professional counselling services to Judiciary staff	Percentage of staff seeking psycho-social services supported		100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>
	The anti-sexual harassment policy implemented	Conduct anti-sexual harassment policy awareness campaigns	Number of anti-sexual harassment policy awareness campaigns	4	4	4	4	4	4	4	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>
		Investigate sexual harassment complaints	Percentage of the sexual harassment complaints handled	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Commissioner, Human Resource Management Department</li> </ul>
	The Judiciary gender and equity policy reviewed and implemented	Review the Judiciary gender and equity policy	The Judiciary gender and equity policy	1	1						<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>
		Popularise the Judiciary gender and equity policy	Number of the popularisation campaigns held	4	4	4	4	4	4	4	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>
	The health insurance scheme for all Judiciary staff implemented	Provide health insurance to all Judiciary staff	Percentage of Judiciary staff insured		100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Under Secretary, Finance and Administration Department</li> </ul>
	Judiciary health physical activities conducted	Conduct health run/walk and aerobic sessions	Number of health run sessions conducted	24	48	96	96	96	96	96	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline					Responsibility Persons		
				2019/20	20/21	21/22	22/23	23/24		24/25	
4.4 Strengthen operational efficiency and effectiveness of records management in the Judiciary Service.	Judiciary occupational health and safety policy developed and implemented	Customise the occupational health and safety policy	Judiciary occupational health and safety policy				1				• Commissioner, Human Resource Management Department
	Judiciary Service records management manuals developed and disseminated	Develop records centre manual	Records centre manual				1				• Commissioner, Human Resource Management Department • Chief Registrar
		Develop records centre manual	Retention and disposal manual				1				• Commissioner Human Resource Management Department • Chief Registrar
		Develop registry manual	Registry manual				1				• Commissioner, Human Resource Management Department • Chief Registrar
		Disseminate Judiciary records centre manual, retention and disposal manual, and registry manual	Dissemination of the Judiciary records centre manual, retention and disposal manual, and registry manual				1				• Commissioner, Human Resource Management Department • Chief Registrar
	Records centres established	Establish records centres in courts	Records centres			10	20	30	40		

Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons
					20/21	21/22	22/23	23/24	24/25	
4.5 Provide a safe and conducive work environment.	Management of records automated	Automate records management system	Records automated					1	1	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Commissioner, ICT Department</li> <li>Chief Registrar</li> </ul>
	Review registry classification scheme	Review registry classification scheme	Registry classification scheme updated		1					<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Chief Registrar</li> </ul>
	Reorganisation of registries/records centres	Procure records storage facilities	Functional records storage facilities		1	1	1	1	1	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Chief Registrar</li> </ul>
		Conduct registry audits	Audit report		1	1	1	1	1	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Chief Registrar</li> </ul>
		Inspect court registries and records centres	Number of courts inspected			8	8	8	8	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Chief Registrar</li> </ul>
		File conservation and preservation	Number of files handled			450	550	400	600	<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Chief Registrar</li> </ul>
		Provide cleaning services in all court premises	Percentage of court premises provided with cleaning services		30%	60%	90%	100%	100%	<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline		Targets					Responsibility Persons
				2019/20	2020/21	21/22	22/23	23/24	24/25		
		Manage rented premises	Percentage of rented premises managed	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
		Identify, customise, and align rented buildings to Judiciary business	Number of rented buildings customised and aligned to Judiciary business process		5	5	5	5	5	5	<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
	Environmental activities mainstreamed	Conduct sensitisation on awareness, planting of trees, shrubs, flowers	Number of courts covered		12	12	12	12	12	12	<ul style="list-style-type: none"> <li>Commissioner Human Resource Management Department</li> </ul>
	Judiciary assets managed	Develop a three - year asset management strategy	Judiciary asset management strategy				1				<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
		Update the Judiciary asset register	Updated Judiciary asset register	1	1	1	1	1	1	1	<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
		Dispose of assets	Disposal of public assets report								<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> <li>Assistant Commissioner, Procurement &amp; Disposal</li> </ul>
	Security of court premises and designated residences improved	Provide security personnel in all court premises and designated residences	Percentage of court premises and designated residences with security personnel	100%	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
		Procure and install CCTV systems in courts	Number of courts			18	18	18	18	18	<ul style="list-style-type: none"> <li>Commissioner, Engineering &amp; Technical Services Department</li> <li>Commissioner, Information &amp;</li> </ul>



Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons	
					20/21	21/22	22/23	23/24	24/25		
											Communication Technology Department
		Procure walk - through scanners for courts	Number of courts	3		30					<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
		Procure metal detectors for courts	Number of courts	30		200	100	100			<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
		Procure fire suppression systems for courts.	Number of courts	100		100	50	50			<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
		Procure luggage scanner for Supreme Court, Court of Appeal, High Court	Number of courts			3					<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
		Procure under-carriage security search mirrors	Number of under-carriage security search mirrors			5					<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>
		Induct court orderlies and guards	Report on number of court orderlies and guards inducted								<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Registrar, Human Resource Development &amp; Training</li> </ul>
		Establish a fleet management information system	Fleet management information system					1			<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> <li>Commissioner, ICT Department</li> </ul>
	Judiciary fleet, motorcycles and boats maintained	Maintain Judiciary fleet, motorcycles and boats	Percentage of Judiciary fleet, motorcycles and boats maintained			100%	100%	100%			<ul style="list-style-type: none"> <li>Under Secretary, Finance and Administration</li> </ul>

**Strategic Objective 5: To improve coordination, partnerships and accountability**

Interventions	Outputs	Activities	Indicators	Baseline		Targets					Responsibility Persons		
				2019/20	20/21	21/22	22/23	23/24	24/25				
5.1 Strengthen coordination with stakeholders.	The Judiciary Council operationalised	Develop the Judiciary Council rules of procedure	The Judiciary Council rules of procedure		1							• Chief Registrar	
		Hold Judiciary Council meetings	Number of Judiciary Council meetings held		2	4	4	4	4	4		• Chief Registrar	
	Judiciary committees operationalised in line with AJA 2020	Conduct Judiciary Council activities	Number of activities conducted		4	4	4	4	4	4		• Chief Registrar	
		Operationalise planning, development and finance committee	Planning, development and finance committee			1						• Permanent Secretary/ Secretary to the Judiciary • Chief Registrar	
		Operationalise human capital development, gender and equity mainstreaming committee	Human capital development, gender and equity mainstreaming committee			1						• Permanent Secretary/ Secretary to the Judiciary • Chief Registrar	
		Operationalise information, communication technology and documentation committee	Information, communication technology and documentation committee			1						• Permanent Secretary/ Secretary to the Judiciary • Chief Registrar	
		Operationalise audit committee	Audit committee			1						• Permanent Secretary/ Secretary to the Judiciary • Chief Registrar	
		Administration of Justice Programme engagements participated in	Participate in the Administration of Justice Programme engagements	Number of Administration of Justice Programme engagements participated in	0		4	4	4	4	4		• Permanent Secretary/ Secretary to the Judiciary • Chief Registrar
			Engagements with development	Number of engagements with development			4	4	4	4	4		• Permanent Secretary/ Secretary to the Judiciary
		5.2 Strengthen partnerships.	Engagements with development	Participate in engagements with			4	4	4	4	4		• Permanent Secretary/ Secretary to the Judiciary
Participate in engagements with					4	4	4	4	4		• Permanent Secretary/ Secretary to the Judiciary		

Interventions	Outputs	Activities	Indicators	Baseline					Targets					Responsibility Persons	
				2019/20	20/21	21/22	22/23	23/24	24/25						
5.3 Strengthen accountability and performance management	partners participated in Justice, law and order engagements activities participated in.	development partners	partners participated in												• Chief Registrar
	Engagements with academia participated in	Participate in justice, law and order stakeholder engagements	Number of justice law and order engagements participated in			4	4	4	4						• Permanent Secretary/ Secretary to the Judiciary • Chief Registrar
		Participate in engagements with academia	Number of engagements with academia participated in			4	4	4	4						• Permanent Secretary/ Secretary to the Judiciary • Chief Registrar
		Carry out training of trainers in the use of performance enhancement tool	Number of trainers trained			55									• Registrar, Planning, Research & Development
		Develop weighting system for the performance enhancement tool	Weighting system for the performance enhancement tool			1									• Registrar, Planning, Research & Development
		Roll out the Judiciary performance enhancement tool	Number of officers using the performance enhancement tool			19	20	30	40						• Registrar, Planning, Research & Development
		Train court users, prosecutors, public and advocates on PET surveys in the pilot courts	Number of target population trained			76	80	120	160						• Registrar, Planning, Research & Development • Registrar, Human Resource Development & Training
		Sensitise key stakeholders on the performance enhancement tool	Number of sensitisation outreaches conducted		1	4	4	4	4						• Registrar, Planning, Research & Development
		Manage performance enhancement tool	A report on the management of the performance enhancement tool			1	1	1	1						• Registrar, Planning, Research & Development

Interventions	Outputs	Activities	Indicators	Baseline	Targets					Responsibility Persons	
				2019/20	20/21	21/22	22/23	23/24	24/25		
			performance enhancement tool								
		Conduct staff performance appraisal	Percentage of staff appraised			100%	100%	100%	100%		<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Chief Registrar</li> </ul>
	Biometric time attendance machines installed at courts	Install biometric time attendance machines at courts	Number of courts and offices with biometric time attendance machines	14		50	50	50	50		<ul style="list-style-type: none"> <li>Commissioner, ICT Department</li> </ul>
		Analyse data of biometric machines				12	12	12	12		<ul style="list-style-type: none"> <li>Commissioner, Human Resource Management Department</li> <li>Commissioner, ICT Department</li> </ul>
	Court user satisfaction survey conducted	Conduct a court user satisfaction survey	Court user satisfaction survey			1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Inspectorate of Courts</li> <li>Registrar, Planning, Research &amp; Development</li> </ul>
	Judiciary public events held	Hold the New Law Year ceremony	New Law Year	1	1	1	1	1	1		<ul style="list-style-type: none"> <li>Chief Registrar</li> </ul>
		Hold the Annual Judges Conference	Annual Judges Conference	1		1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> </ul>
		Hold the Benedicto Kiwanuka Memorial Lecture	Benedicto Kiwanuka Memorial Lecture	1	1	1	1	1	1		<ul style="list-style-type: none"> <li>Chief Registrar</li> </ul>
		Hold the Annual Magistrates Conference	Annual Magistrates Conference	1		1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Magistrates' Affairs</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline	Targets					Responsibility Persons	
				2019/20	20/21	21/22	22/23	23/24	24/25		
	Annual report of the Judiciary/state prepared and published	Prepare and publish the annual report of the Judiciary/state of the Judiciary	Annual report of the Judiciary/state of the Judiciary	1	1	1	1	1	1	1	& Data Management • Registrar, Planning, Research & Development
	The Judiciary call centre operationalised	Train call centre agents	Number of trainings conducted			2	2	2	2		• Registrar, Human Resource Development & Training • Registrar, Public Relations & Communications
		Provide feedback on complaints and inquiries	A report on complaints and inquiries		12	12	12	12	12	12	• Registrar, Public Relations & Communications
<b>Strategic Objective 6: To improve public awareness and image of the Judiciary</b>											
6.1 Strengthen participatory public engagement.	The Judiciary communication strategy developed	Develop the Judiciary communication strategy	The Judiciary communication strategy			1					• Chief Registrar • Registrar Public Relations & Communications
	Media for the Judiciary accredited	Accredit media for the Judiciary	Percentage of media for the Judiciary accredited	12		12	12	12	12	12	• Chief Registrar • Registrar, Public Relations & Communications
	Court reporters trained	Train court reporters	Number of court reporters trained			80	80	80	80	80	• Registrar, Human Resource Development & Training
	Information - sharing platforms updated and maintained	Maintain and update information - sharing platforms	Number of platforms updated and maintained			12	12	12	12	12	• Chief Registrar • Registrar, Public Relations & Communications
	Media engagements held	Hold TV talk shows	Number of TV talk shows	24		24	24	24	24	24	• Chief Registrar • Registrar, Public Relations & Communications

Interventions	Outputs	Activities	Indicators	Baseline					Targets					Responsibility Persons
				2019/20	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	
		Hold radio talk shows	Number of radio talk shows	36		36	36	36	36	36				<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Registrar, Public Relations &amp; Communications</li> </ul>
6.2 Promote the Judiciary brand.	Judiciary information, education and communication materials and promotional items developed and disseminated	Develop and disseminate Judiciary information, educational and communication materials and promotional items	Percentage of court jurisdiction with the Judiciary information, educational and communication materials and promotional items			100	100	100	100	100				<ul style="list-style-type: none"> <li>Chief Registrar</li> <li>Registrar, Public Relations &amp; Communications</li> </ul>
<b>Strategic Objective 7: To enhance resource mobilization and management</b>														
7.1 Strengthen resource mobilisation.	Judiciary Fund operationalised	Operationalise the Judiciary Fund	The Judiciary Fund				1							<ul style="list-style-type: none"> <li>Permanent Secretary/ Secretary to the Judiciary</li> </ul>
		Develop regulations to operationalise the Judiciary Fund					1							<ul style="list-style-type: none"> <li>Permanent Secretary/ Secretary to the Judiciary</li> <li>Chief Registrar</li> </ul>
	Project proposals and concept notes targeting new partnerships originated and developed	Develop project proposals and concept notes targeting new partnerships	Number of project proposals and concept notes	2	1	4	4	4	4	4				<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
7.2 Strengthen the accounting system and resource management	Annual work plans aligned to the strategic plan	Align annual work plans to the strategic plan	Percentage of activities in the annual work plan aligned to the strategic plan		100%	100%	100%	100%	100%	100%				<ul style="list-style-type: none"> <li>Commissioner, Policy and Planning Department</li> </ul>
	Financial statements prepared and submitted	Prepare and submit financial statements	Financial statements prepared and submitted	1	1	1	1	1	1	1				<ul style="list-style-type: none"> <li>Under Secretary, Finance &amp; Administration</li> </ul>



Interventions	Outputs	Activities	Indicators	Baseline 2019/20	Targets					Responsibility Persons	
					20/21	21/22	22/23	23/24	24/25		
	Periodic procurement and disposal reports prepared and submitted	Prepare and submit periodic procurement and disposal reports	Periodic procurement and disposal reports		12	12	12	12	12	12	Assistant Commissioner, Procurement and Disposal
	Periodic performance report prepared and submitted	Prepare and submit a periodic performance report	Periodic performance report	1	1	1	1	1	1	1	Commissioner, Policy and Planning Department
	Audit queries responded to	Respond to audit queries	Audit opinion	Unqualified Audit opinion	Unqualified Audit opinion	Unqualified Audit opinion	Unqualified Audit opinion	Unqualified Audit opinion	Unqualified Audit opinion	Unqualified Audit opinion	Under Secretary, Finance and Administration Department
	Internal audit reports produced	Produce internal audit reports	Number of internal audit reports	4	4	4	4	4	4	4	Assistant Commissioner, Internal Audit Department
7.3 Coordinate and monitor implementation of the Judiciary Strategic Plan.	The Judiciary Strategic Plan V disseminated	Disseminate Judiciary Strategic Plan V	Number of dissemination workshops		8						Registrar, Planning, Research and Development Commissioner, Policy and Planning Department
	Managers coached on the alignment of work plans to the JSPV	Coach managers to align work plans to the JSPV	Number of managers coached on the alignment of work plans with the JSPV		50			50			Registrar, Planning, Research and Development Commissioner, Policy and Planning Department
	Progress report on the performance of the JSPV prepared	Prepare progress report on the performance of the JSPV	JSPV progress report		1			1		1	Registrar, Planning, Research and Development Commissioner, Policy and Planning Department
	Monitoring and evaluation	Conduct monitoring and evaluation visits	Number of monitoring and evaluation reports	4	4	4	4	4	4	4	Registrar, Planning, Research and Development

Interventions	Outputs	Activities	Indicators	Baseline					Targets					Responsibility Persons	
				2019/20	20/21	21/22	22/23	23/24	24/25	2019/20	20/21	21/22	22/23		23/24
	function strengthened	Periodic review and update of Judiciary monitoring and evaluation frameworks	Periodic reviews of Judiciary monitoring and evaluation frameworks			1	1	1							<ul style="list-style-type: none"> <li>Commissioner, Policy and Planning Department</li> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Collect data to validate work plan performance through surveys	Monthly surveys to collect data to validate work plan performance			12	12	12							<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Develop the M&E action log and monitor the implementation of recommendations	M&E action log			1	1	1							<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Prepare, document, review and submit periodic progress reports to relevant internal and external stakeholders	Periodic progress reports			1	1	1							<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Establish and update best practices for performance reporting, monitoring and evaluation	Updated compendium of best practices for performance reporting, monitoring and evaluation			1	1	1							<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Provide technical support to project development;	Percentage of projects provided			100%	100%	100%							<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline					Targets					Responsibility Persons	
				2019/20	20/21	21/22	22/23	23/24	24/25						
of policy and planning documents	The Judiciary Budget Framework Paper prepared and submitted to Parliament	Prepare and submit the Judiciary budget framework paper	The Judiciary budget framework paper	1	1	1	1	1	1						• Commissioner, Policy and Planning Department
	Judiciary performance report prepared and submitted	Prepare and submit Judiciary performance report	The Judiciary performance report	1	1	1	1	1	1						• Commissioner, Policy and Planning Department
7.5 Develop and implement the Judiciary statistics strategy.	Coordination and management of statistics	Develop the Judiciary statistics strategy	The Judiciary statistics strategy	1											• Commissioner, Policy and Planning Department
	Institutionalised	Monitor implementation of the Judiciary strategy for statistics	Number of implementation progress reports produced		1				1	1					• Registrar, Planning, Research and Development • Commissioner, Policy and Planning Department
		Coach key stakeholders on the alignment of the statistical interventions to the Judiciary statistics strategy	Number of key stakeholders coached			50				50	50				• Registrar, Planning, Research and Development • Commissioner, Policy and Planning Department
		Conduct data management committee and technical meetings	Number of data management committee and technical meetings held	24	24	24	24	24	24	24					• Registrar, Magistrates Affairs and Data Management
		Hold dialogues between key data producers and users	Number of dialogues between key data producers and users held			4	4	4	4	4					• Registrar, Magistrates Affairs and Data Management • Registrar, Planning, Research and Development

Interventions	Outputs	Activities	Indicators	Targets					Responsibility Persons		
				Baseline 2019/20	20/21	21/22	22/23	23/24		24/25	
	Cooperation and partnership with key players in the National Statistical System (NSS) broadened .	Strengthen and formalise collaboration and cooperation arrangements between Judiciary and other stakeholders	Number of formal collaborations and cooperation established		1	1	1	1	1	1	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Strengthen partnerships with professional bodies and associations	Number of formal partnerships with professional bodies and associations established		1	1	1	1	1	1	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Develop a statistical capacity building/training plan	Statistical capacity building/training plan		1						<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	Human capital for statistical development across the Judiciary statistical system strengthened	Conduct gender-responsive statistical training for judicial, statistical and clerical staff	Number of gender responsive statistical training for judicial, statistical and clerical staff conducted	1	4	4	4	4	4	4	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Conduct skills and competency-based training in line with identified statistical capacity needs	Number of skills and competence-based trainings conducted		4	4	4	4	4	4	<ul style="list-style-type: none"> <li>Registrar, Human Resource Development &amp; Training</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Conduct coaching and mentoring	Number of coaching and mentoring sessions		24	24	24	24	24	24	<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline		Targets					Responsibility Persons	
				2019/20	2020/21	21/22	22/23	23/24	24/25			
		sessions in statistical production and services	in statistical production and services conducted									and Data Management
	A robust statistical system developed and maintained	Conduct institutional surveys on statistical user requirements.	Number of institutional surveys on statistical user requirements conducted			1	1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Acquire data visualization technologies	Number of data visualization technologies acquired			1	1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Review the list of unmet statistical needs at the end of each financial year	Number of review reports on the list of unmet statistical needs produced			1	1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	A comprehensive case data management system developed	Document standards and guidelines for compilation of administrative data.	Number of reports on standards and guidelines for compilation of administrative data produced		1	1	1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
		Review, pre-test and print case registers to capture emerging data needs.	Number of case registers to capture emerging data needs reviewed, pretested and printed		2	2	2	2	2	2		<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
		Update the available case management information systems to	Number of update activities of the available case management systems to			4	4	4	4	4		<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline		Targets					Responsibility Persons	
				2019/20	20/21	21/22	22/23	23/24	24/25			
		address emerging data needs	information systems conducted									
		Conduct court case file census	Number of case file censuses conducted		1	1	1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
	A statistical quality culture in the Judiciary promoted	Profile statistical quality standards by each stage of the statistical value chain	Number of reports on statistical quality standards by each stage of the data value chain produced			1	1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Undertake triangulation of monthly case statistics	Number of field visits conducted for triangulation of monthly case statistics		4	4	4	4	4	4		<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>
		Conduct statistical quality audits	Number of statistical quality audits conducted			1	1	1	1	1		<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Conduct quality assurance field visits and other engagements to ensure compliance with acceptable standards, methodologies and classifications	Number of quality assurance field visits and other engagements conducted									<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Conduct capacity building engagements on statistical quality	Number of capacity building engagements on statistical quality conducted			4	4	4	4	4		<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> </ul>



Interventions	Outputs	Activities	Indicators	Baseline		Targets					Responsibility Persons	
				2019/20	20/21	21/22	22/23	23/24	24/25			
												<ul style="list-style-type: none"> <li>Commissioner, Policy and Planning Department</li> </ul>
		Conduct institutional environmental assessment with regard to statistical production	Number of institutional environmental assessments with regard to statistical production conducted		1	1	1	1				<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Ensure compliance with the National Statistical Quality Assurance and Certification Framework (SQACF)	Number of activities for compliance with the National Statistical Quality Assurance and Certification Framework (SQACF) conducted								4	<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	Appropriate and cost-effective ICT for statistical production adopted	Procure ICT equipment and systems to support mobile data collection systems (Open Data Kit, Teamscope, Survey CTO, GIS)	Number of types of ICT equipment and systems acquired to support mobile data collection systems									<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	An effective and efficient data dissemination system developed	Develop standard operating procedures (SOPs) for the dissemination of statistics	Standard operating procedures (SOPs) for dissemination of statistics									<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Registrar, Magistrates Affairs and Data Management</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline		Targets					Responsibility Persons
				2019/20	20/21	21/22	22/23	23/24	24/25		
		Conduct capacity building activities in the use of data visualisation technologies	Number of capacity building activities in the use of data visualisation technologies conducted			4	4	4			<ul style="list-style-type: none"> <li>Commissioner, Policy and Planning Department</li> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Conduct reviews on statistical packaging in consultation with users	Number of reviews of statistical packaging conducted			2	2	2			<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Disseminate statistics using wider avenues, channels, and modes	Number of avenues, channels and modes for dissemination of statistics applied			3	3	3			<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Registrar, Magistrates Affairs and Data Management</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	User capability to access and use statistics strengthened	Strengthen statistics user capacity to analyse and interpret statistics	Number of capacity building engagements on analysis and interpretation of statistics			4	4	4			<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	Open data portals established and maintained	Establish and maintain open data portals	Number of open data portals established			1	1	1			<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> <li>Commissioner, Policy and Planning Department</li> </ul>

Interventions	Outputs	Activities	Indicators	Baseline					Targets				Responsibility Persons
				2019/20	20/21	21/22	22/23	23/24	24/25				
		Establish a one - stop centre for case data in the Judiciary	A one -stop centre for case data				1						<ul style="list-style-type: none"> <li>Registrar, Magistrates Affairs and Data Management</li> <li>Commissioner, Policy and Planning Department</li> </ul>
		Develop a Judiciary statistics dashboard	A Judiciary statistics dashboard					1					<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>
	Legal and other frameworks for statistics strengthened	Integrate awareness about statistical frameworks in all stakeholder engagements in the Judiciary statistical system	Percentage of stakeholder engagements in the Judiciary statistical system where statistical frameworks are integrated			50%	70%	80%	100%				<ul style="list-style-type: none"> <li>Registrar, Planning, Research and Development</li> <li>Commissioner, Policy and Planning Department</li> </ul>

### Annex 3: Cost Implementation Matrix

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
<b>Strategic Objective 1: To enhance equitable access to the Judiciary services</b> 1.1 Improve physical access to Judiciary services and proximity to courts.	Judiciary infrastructure master plan developed	Develop the Judiciary infrastructure master plan	-	300,000,000	-	-	-	300,000,000
	Land acquired and land titles processed	Acquire land and process land titles		350,000,000	264,600,000	73,500,000	73,500,000	761,600,000
	Ongoing court building construction projects completed	Complete the construction of Supreme Court and Court of Appeal building	20,000,000,000	35,000,000,000	21,000,000,000	-	-	76,000,000,000
		Complete the construction of Mukono High Court building	540,000,000	960,000,000	-	-	-	1,500,000,000
		Complete the construction of Chief Magistrates Court buildings (Kamwenge, Butambala and Mayuge)		300,000,000	-	-	-	300,000,000
		Complete the construction of Magistrates Grade I Court buildings (Kole, Rubirizi, Buhweju, Sheema and Sembabule)		1,660,000,000	-	-	-	1,660,000,000
		Construct regional Court of Appeal centres		15,600,000,000	16,380,000,000	-	-	31,980,000,000
		Construct High Court Circuit buildings	1,800,000,000	3,600,000,000	5,670,000,000	3,780,000,000	3,780,000,000	18,630,000,000
		Construct Chief Magistrate Court buildings	3,300,000,000	5,500,000,000	4,620,000,000	4,620,000,000	4,620,000,000	22,660,000,000
		Construct Magistrate Grade I Court buildings	860,000,000	2,580,000,000	5,418,000,000	5,418,000,000	5,418,000,000	19,694,000,000
		Construct institutional houses at hard-to-reach/hard-to-live areas	-	2,000,000,000	2,100,000,000	2,100,000,000	2,100,000,000	8,300,000,000
		The Judiciary archives building constructed	-	2,160,000,000	2,150,000,000	-	-	4,300,000,000
		The Judicial Training Institute expanded		2,800,000,000	2,800,000,000			5,600,000,000
		Court buildings and Institutional Houses renovated	400,000,000	800,000,000	1,260,000,000	840,000,000	840,000,000	4,140,000,000
			Renovate Chief Magistrate courts	250,000,000	750,000,000	1,050,000,000	1,050,000,000	787,500,000
		Renovate Magistrate Grade One courts	-	600,000,000	840,000,000	840,000,000	840,000,000	3,120,000,000

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost	
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25		
	Courts rehabilitated to accommodate people with special needs	Rehabilitate toilets to accommodate people with special needs	300,000,000	300,000,000	315,000,000	315,000,000	315,000,000	1,545,000,000	
		Rehabilitate courts to accommodate ramps	500,000,000	500,000,000	525,000,000	525,000,000	525,000,000	2,575,000,000	
	Breastfeeding and children's playrooms established	Establish breastfeeding and children's playrooms	91,000,000	227,500,000	955,500,000	955,500,000	955,500,000	3,185,000,000	
	Standard signage for all courts and court offices set up	Set up standard signage for all courts and court offices	100,000,000	100,000,000	105,000,000	105,000,000	105,000,000	515,000,000	
	Water harvesting tanks constructed	Construct water harvesting tanks	120,000,000	120,000,000	126,000,000	126,000,000	126,000,000	618,000,000	
	Courts and offices equipped with adequate furniture	Provide adequate furniture for courts and offices	1,044,500,000	1,788,000,000	1,877,400,000	1,971,270,000	2,069,833,500	8,751,003,500	
	Alternative sources of power provided	Equip courts with generators	-	1,540,000,000	1,617,000,000	1,697,850,000	1,782,742,500	6,637,592,500	
	Site visits/ inspections conducted	Equip courts with solar systems	350,000,000	920,000,000	966,000,000	1,014,300,000	1,065,015,000	4,315,315,000	
		Conduct site visits/ inspection	250,000,000	250,000,000	262,500,000	262,500,000	262,500,000	1,287,500,000	
<b>Sub-total</b>			<b>29,905,500,000</b>	<b>80,695,500,000</b>	<b>70,302,000,000</b>	<b>25,693,920,000</b>	<b>25,665,591,000</b>	<b>232,262,511,000</b>	
1.2 Increase functional access to Judiciary services.	Regional Court of Appeals gazetted and operationalised	Gazette Regional Court of Appeal centres		52,000,000					52,000,000
		Operationalise Regional Court of Appeal centres					5,200,000,000		5,200,000,000
	Six High Court circuits operationalised	Operationalise the six non-operational High Court circuits		1,153,400,000	2,306,800,000	2,306,800,000	2,306,800,000	1,153,400,000	6,920,400,000
		Re-gazette magisterial areas		52,000,000					
	Magistrate courts operationalised	Operationalise Chief Magistrate courts			3,214,680,000	3,214,680,000	3,214,680,000	1,225,560,000	7,654,920,000
		Operationalise Magistrate Grade I courts			2,058,840,000	2,058,840,000	2,058,840,000	2,058,840,000	6,176,520,000
	Specialised courts at the High Court circuits established	Establish specialised land courts at High Court circuits			8,910,177,150	8,910,177,150	8,910,177,150	8,910,177,150	25,457,649,000
		Establish specialised commercial courts at High Court circuits			8,910,177,150	8,910,177,150	8,910,177,150	8,910,177,150	25,457,649,000
		Establish specialised family courts at High Court circuits			8,910,177,150	8,910,177,150	8,910,177,150	8,910,177,150	25,457,649,000

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost	
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25		
		Establish specialised anti-corruption courts at High Court circuits			2,545,764,900	2,545,764,900	1,272,882,445	6,364,412,245	
	Mobile courts established	Establish mobile courts in refugee camps		1,290,000,000	1,354,500,000	-	-	2,644,500,000	
	Court fees reviewed	Review court fees		52,000,000	-	-	-	52,000,000	
	The pecuniary jurisdiction of magistrates reviewed	Review of pecuniary jurisdiction of magistrates		150,400,000				150,400,000	
	Sign language and Braille services at all High Court circuits provided	Provide sign language services at all High Court circuits		300,000,000	315,000,000	315,000,000	315,000,000	1,245,000,000	
	Judiciary documents translated into Braille and local languages	Translate Judiciary documents into Braille and local languages		40,000,000	42,000,000	42,000,000	42,000,000	166,000,000	
	<b>Sub-total</b>			<b>3,469,800,000</b>	<b>38,967,116,350</b>	<b>37,612,616,350</b>	<b>34,578,566,545</b>	<b>114,628,099,245</b>	
1.3 Promote people-centred court services and processes.	Dissemination campaigns for the Judiciary client charter conducted	Conduct campaigns on the dissemination of the Judiciary client charter.		518,400,000	544,320,000	544,320,000	544,320,000	2,151,360,000	
	Functional information desks at courts established and maintained	Establish functional information desks at courts		290,000,000	304,500,000	304,500,000	304,500,000	1,203,500,000	
	Functional suggestion boxes established at courts	Establish functional suggestion boxes at courts		50,000,000	52,500,000	52,500,000	52,500,000	207,500,000	
	E-Boards established at High Court circuits and Chief Magistrate courts	Establish E-Boards at High Court circuits and Chief Magistrate courts		-	367,500,000	367,500,000	367,500,000	1,102,500,000	
	<b>Sub-total</b>				<b>858,400,000</b>	<b>1,268,820,000</b>	<b>1,268,820,000</b>	<b>1,268,820,000</b>	<b>4,664,860,000</b>
	<b>Objective 1 Total</b>			<b>29,905,500,000</b>	<b>85,023,700,000</b>	<b>110,537,936,350</b>	<b>64,575,356,350</b>	<b>61,512,977,545</b>	<b>351,555,470,245</b>
<b>Strategic Objective 2: Improved court processes and case management</b>									
2.1 Strengthen the legal and policy framework for efficient delivery of justice.	Court rules, procedures, regulations and guidelines developed and outdated ones reviewed	Develop court rules, procedures, guidelines and regulations.		104,000,000	109,200,000	109,200,000	109,200,000	431,600,000	
	Develop regulations to implement the Administration of Judiciary Act	Develop regulations to implement the Administration of Judiciary Act		246,000,000	-	-	-	246,000,000	

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
	Registry operations manual developed	Review outdated court rules, procedures, guidelines, and regulations		104,000,000	109,200,000	109,200,000	109,200,000	431,600,000
	Registry operations manual developed	Develop a registry operations manual		200,000,000	-	-	-	200,000,000
<b>Sub-total</b>			<b>-</b>	<b>654,000,000</b>	<b>218,400,000</b>	<b>218,400,000</b>	<b>218,400,000</b>	<b>1,309,200,000</b>
2.2 Enhance the capacity of courts for timely adjudication of cases.	Transport equipment for locus in quo visits, process service, inspection, and for entitled officers procured	Procure vehicles	6,124,608,000	23,000,000,000	43,050,000,000	52,500,000,000	43,050,000,000	167,724,608,000
	Access to reference materials improved	Procure motorcycles		850,000,000	1,785,000,000	1,785,000,000	1,785,000,000	6,205,000,000
		Procure boats for courts in island areas			315,000,000	315,000,000	315,000,000	945,000,000
		Provide library space at courts	300,000,000	300,000,000	315,000,000	315,000,000	315,000,000	1,545,000,000
		Stock libraries with reference materials	1,500,000,000	2,290,080,000	2,290,080,000	2,290,000,000	1,890,000,000	10,260,160,000
		Subscribe to e-Libraries	500,000,000	1,158,000,000	1,158,000,000	336,000,000	336,000,000	3,488,000,000
		Support operations of Uganda Legal Information Institute (ULII)	100,000,000	100,000,000	105,000,000	105,000,000	105,000,000	515,000,000
<b>Sub-total</b>			<b>8,524,608,000</b>	<b>27,698,080,000</b>	<b>49,018,080,000</b>	<b>57,646,000,000</b>	<b>47,796,000,000</b>	<b>190,682,768,000</b>
2.3 Dispose of cases at all court levels	Case disposal targets reviewed, set and monitored	Review, set and monitor case disposal targets	165,450,000	220,600,000	231,630,000	231,630,000	231,630,000	1,080,940,000
	Cases at the Supreme Court disposed of	Dispose of cases at Supreme Court	4,694,460,000	4,694,460,000	4,929,183,000	4,929,183,000	4,929,183,000	24,176,469,000
	Cases at the Court of Appeal disposed of	Dispose of cases at Court of Appeal	5,598,190,000	5,598,190,000	5,878,099,500	5,878,099,500	5,878,099,500	28,830,678,500
	Cases in the High Court disposed of.	Dispose of cases at High Court	29,523,293,000	29,523,293,000	30,999,457,650	30,999,457,650	30,999,457,650	152,044,958,950
	Cases at the Chief Magistrate courts disposed of	Dispose of cases at Chief Magistrate courts	10,750,250,389	10,750,250,389	10,750,250,389	10,750,250,389	10,750,250,389	53,751,251,945
	Cases at the Magistrate Grade I courts disposed of	Dispose of cases at Magistrate Grade I courts	10,277,859,611	10,277,859,611	11,349,575,111	11,349,575,111	11,349,575,111	54,604,444,555
	Cases at the Magistrate Grade II courts disposed of	Dispose of cases at Magistrates Grade II courts	406,200,000	406,200,000	406,200,000	406,200,000	406,200,000	2,031,000,000
<b>Sub-total</b>			<b>61,415,703,000</b>	<b>61,470,853,000</b>	<b>64,544,395,650</b>	<b>64,544,395,650</b>	<b>64,544,395,650</b>	<b>316,519,742,950</b>



Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
2.4 Reduce case backlog.	Annual case backlog census undertaken Judiciary case backlog reduction strategy developed and implemented Backlog case disposal targets set and monitored Backlog cases completed through sessions Plea bargaining programme rolled out and implemented Alternative dispute resolution (ADR) mechanisms strengthened	Conduct case backlog census Develop the Judiciary case backlog reduction strategy Produce case backlog reduction progress report Set backlog case disposal targets Monitor backlog case disposal Conduct backlog reduction sessions at Supreme Court Conduct backlog reduction sessions at Court of Appeal Conduct backlog reduction sessions at High Court Conduct backlog reduction sessions at Chief Magistrate courts Conduct backlog reduction sessions at Magistrate Grade I courts Roll out plea bargaining to courts and prisons around the country Set targets on disposal of cases through plea bargaining Conduct plea bargaining sessions at High Court circuits and divisions Conduct plea bargaining sensitisation and awareness campaigns Establish and equip mediation spaces at courts Accredit mediators Conduct mediation sensitisation and awareness Monitor the performance of accredited mediators	704,100,000	739,305,000	739,305,000	739,305,000	739,305,000	2,922,015,000
			100,000,000	50,000,000	52,500,000	-	-	100,000,000
			100,000,000	100,000,000	105,000,000	105,000,000	105,000,000	515,000,000
			120,000,000	120,000,000	140,000,000	140,000,000	15,000,000	535,000,000
			634,660,000	634,660,000	666,393,000	666,393,000	666,393,000	3,268,499,000
			748,000,000	748,000,000	785,400,000	785,400,000	785,400,000	3,852,200,000
			38,958,760,000	40,322,120,000	45,201,282,000	48,064,338,000	49,495,866,000	222,042,366,000
			5,850,720,720	5,850,720,720	6,143,256,756	6,143,256,756	6,143,256,756	30,131,211,708
			6,331,600,000	6,331,600,000	6,648,180,000	6,648,180,000	6,648,180,000	32,607,740,000
			400,000,000	400,000,000	420,000,000	420,000,000	420,000,000	2,060,000,000
			100,000,000	100,000,000	105,000,000	105,000,000	105,000,000	515,000,000
			3,086,360,000	3,248,800,000	3,752,364,000	4,093,488,000	4,264,050,000	18,445,062,000
			400,000,000	400,000,000	420,000,000	420,000,000	420,000,000	2,060,000,000
			259,000,000	259,000,000	332,325,000	332,325,000	271,950,000	1,195,600,000
			100,000,000	212,800,000	223,440,000	223,440,000	223,440,000	983,120,000
			98,600,000	185,200,000	194,460,000	194,460,000	194,460,000	867,180,000
			65,200,000	134,080,000	140,784,000	140,784,000	140,784,000	621,632,000

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
		Conduct sensitisation and awareness of the public on Small Claims Procedure		452,000,000	474,600,000	474,600,000	474,600,000	1,875,800,000
		Develop a reward and recognition strategy for each judicial officer and for each Small Claims Procedure court station		200,000,000	-	-	-	200,000,000
		Roll out Small Claims Procedure to all magistrate courts		202,000,000	212,100,000	212,100,000	212,100,000	838,300,000
		Train judicial and non-judicial officers in Small Claims Procedure	424,000,000	680,000,000	714,000,000	714,000,000	714,000,000	3,246,000,000
		Conduct on-station Small Claims Procedure coaching sessions at courts		350,400,000	367,920,000	367,920,000	367,920,000	1,454,160,000
		Accredit mediators	200,800,000	200,800,000	210,840,000	210,840,000	210,840,000	1,034,120,000
	Adjudication of gender-based violence cases strengthened	Conduct special court sessions for gender-based violence cases	2,560,000,000	2,688,000,000	2,822,400,000	2,963,520,000	2,978,337,600	14,012,257,600
		Train judicial officers in the management of gender-based violence cases	272,000,000	285,600,000	299,880,000	314,874,000	330,617,700	1,502,971,700
	Specialised court to handle environmental and climate change-related cases established	Conduct special court sessions for environmental and climate-related cases	1,280,000,000	1,344,000,000	1,411,200,000	1,481,760,000	1,555,848,000	7,072,808,000
		Train judicial officers in the management of environmental and climate-related cases	140,000,000	147,000,000	154,350,000	162,067,500	170,170,800	773,588,300
	<b>Sub-total</b>		<b>61,920,700,720</b>	<b>66,450,880,720</b>	<b>72,736,979,756</b>	<b>76,175,551,256</b>	<b>77,705,018,856</b>	<b>354,989,131,308</b>
2.5 Strengthen the inspectorate function.	The capacity of the Inspectorate of Courts reinforced	Establish and operationalise regional offices			1,428,000,000	1,428,000,000	-	2,856,000,000
	Supervision of courts enhanced	Judiciary anti-corruption strategy developed and monitored		71,100,000	149,310,000	149,310,000	149,310,000	519,030,000
		Develop an annual court inspection plan		52,000,000	54,600,000	54,600,000	54,600,000	215,800,000

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
		Monitor performance on the annual court inspection plan (inspections)	476,800,000	476,800,000	1,001,280,000	1,363,320,000	1,363,320,000	4,681,520,000
		Conduct support supervision and ad hoc field inspections for all courts	164,700,000	219,600,000	230,580,000	230,580,000	230,580,000	1,076,040,000
	Service delivery standards and the Judiciary client charter promoted	Develop service delivery standards for courts		52,000,000	-	-	-	52,000,000
		Monitor compliance with service delivery standards		220,600,000	231,630,000	231,630,000	231,630,000	915,490,000
		Conduct peer review committee activities		48,000,000	50,400,000	50,400,000	50,400,000	199,200,000
		Conduct quality assurance visits		147,200,000	309,120,000	463,680,000	463,680,000	1,383,680,000
		Conduct disciplinary committee meetings	60,000,000	60,000,000	63,000,000	63,000,000	63,000,000	309,000,000
		Conduct integrity committee meetings		16,000,000	16,800,000	16,800,000	16,800,000	66,400,000
	Judiciary anti-corruption strategy developed and monitored	Develop the Judiciary anti-corruption strategy		94,500,000	-	-	-	94,500,000
		Monitor the Judiciary anti-corruption strategy implementation		231,630,000	231,630,000	231,630,000	231,630,000	694,890,000
	<b>Sub-total</b>		<b>701,500,000</b>	<b>1,457,800,000</b>	<b>3,766,350,000</b>	<b>4,282,950,000</b>	<b>2,854,950,000</b>	<b>13,063,550,000</b>
2.6 Strengthen stakeholder engagement and coordination for timely determination of cases.	Chain-linked committee framework strengthened	Hold regional chain linked (RCC) committee meetings in all High Court circuits	210,000,000	225,000,000	267,750,000	299,250,000	315,000,000	1,317,000,000
		Hold district chain linked (DCC) committee meetings in all magistrate courts	1,456,000,000	1,456,000,000	1,528,800,000	1,528,800,000	1,528,800,000	7,498,400,000
		Hold court users meetings.	259,000,000	277,500,000	330,225,000	369,075,000	388,500,000	1,624,300,000
	Court user meetings strengthened		440,000,000	2,240,000,000	2,352,000,000	2,352,000,000	9,736,000,001	
	Local Council courts supervised		440,000,000	2,240,000,000	2,352,000,000	2,352,000,000	9,736,000,001	
<b>Sub-total</b>			<b>2,365,000,000</b>	<b>4,198,500,000</b>	<b>4,478,775,000</b>	<b>4,549,125,000</b>	<b>4,584,300,000</b>	<b>20,175,700,001</b>
<b>Objective 2 Total</b>			<b>134,927,511,720</b>	<b>161,930,113,720</b>	<b>194,762,980,406</b>	<b>207,416,421,906</b>	<b>197,703,064,506</b>	<b>896,740,092,259</b>
<b>Strategic Objective 3: To strengthen the use of information, communication and technology in administration of justice</b>								
	Judiciary ICT policy strengthened	Review the Judiciary ICT policy	-	180,000,000	-	-	-	180,000,000

Interventions	Outputs	Activities	Annualised Estimated Costs				Total Cost	
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24		FY 2024/25
3.1 Strengthening Judiciary ICT legal and regulatory environment.	Judiciary backup, disaster recovery, and business continuity strategy developed	Develop a Judiciary backup, disaster recovery, and business continuity strategy	-	144,000,000	-	-	-	144,000,000
	Digital document policy developed	Develop a digital document policy	-	144,000,000	-	-	-	144,000,000
	Legal and regulatory framework to support electronic filing and automatic court recording and transcription developed and implemented	Review, develop and implement laws to support electronic filing and automatic court recording and transcription	-	180,000,000	-	-	-	180,000,000
<b>Sub-total</b>			-	<b>648,000,000</b>	-	-	-	<b>648,000,000</b>
3.2 Automation of registries and other court processes.	Electronic document management systems established	Establish electronic document management systems		2,350,000,000	13,965,000,000	25,935,000,000	25,935,000,000	68,185,000,000
	Court kiosks at operational High Court circuits and Courts of Appeal introduced	Introduce court kiosks at all operational High Court circuits and Courts of Appeal		475,000,000	698,250,000	698,250,000	698,250,000	2,569,750,000
	Electronic Court Case Management Information System (ECCMIS) designed, developed, deployed, implemented and maintained	Design, develop, deploy, implement and maintain ECCMIS	2,783,256,000	1,100,000,000	1,155,000,000	1,155,000,000	1,155,000,000	7,348,256,000
	ECCMIS rolled out	Roll out ECCMIS	237,500,000	7,215,000,000	7,575,750,000	17,482,500,000	23,310,000,000	55,820,750,000
	Registries interconnected	Establish interconnectivity of registries	1,090,125,900	585,000,000	945,000,000	1,417,500,000	1,417,500,000	5,455,125,900
	Equipment for registry operations provided	Provide equipment for registries	5,130,000,000	3,510,000,000	5,670,000,000	8,505,000,000	8,505,000,000	31,320,000,000
	Digital court recording and transcription system rolled out	Roll out digital court recording and transcription system	540,000,000	900,000,000	945,000,000	945,000,000	945,000,000	4,275,000,000
	Video conferencing system rolled out to Courts of Appeal, High Court Circuits, High Court Divisions and Chief Magistrates Courts	Roll out video conferencing system to 8 regional Courts of Appeal			1,470,000,000	2,205,000,000	2,205,000,000	5,880,000,000
		Roll out video conferencing system to 20 High Court circuits		2,800,000,000	2,940,000,000	2,940,000,000	2,940,000,000	11,620,000,000

Interventions	Outputs	Activities	Annualised Estimated Costs				Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	
3.3 Enhancing ICT capacity of the Judiciary		Roll out video conferencing system to 7 High Court Divisions	500,000,000	787,500,000	1,050,000,000	1,050,000,000	2,337,500,000
		Roll out video conferencing system to 18 chief magistrates courts	1,000,000,000	1,050,000,000	1,050,000,000	1,312,500,000	4,412,500,000
		e-Court fee payment system developed and implemented	132,000,000	-	-	-	132,000,000
		Digital evidence presentation system rolled out to courts.	600,000,000	1,200,000,000	1,386,000,000	1,386,000,000	5,958,000,000
		<b>Sub-total</b>	<b>10,380,881,900</b>	<b>21,767,000,000</b>	<b>38,587,500,000</b>	<b>64,769,250,000</b>	<b>205,313,881,900</b>
		Judiciary ICT audit carried out	80,000,000	84,000,000	84,000,000	84,000,000	332,000,000
		A strategy for promoting the use of ICT in the administration of justice developed	300,000,000	-	-	-	300,000,000
		Judiciary ICT infrastructure master plan developed	20,000,000	-	-	-	20,000,000
		Computers and other equipment procured and provided	1,250,000,000	1,500,000,000	1,575,000,000	1,575,000,000	7,475,000,000
		Court stations connected to the internet	642,015,195	642,015,195	898,821,273	898,821,273	3,980,494,209
		ICT support to courts and Judiciary staff provided	492,000,000	6,015,500,000	6,316,275,000	6,316,275,000	25,456,325,000
		ICT infrastructure routinely maintained and serviced.	1,304,623,600	1,500,000,000	1,575,000,000	1,575,000,000	7,529,623,600
		Access to required applications and software enabled	200,000,000	300,000,000	400,000,000	400,000,000	1,700,000,000
		Procure engineering design software (ArchiCAD, AutoCAD, ProtaStructure, GeoSlope, PlanSwift, AutoDesk Revit and MS Project)	625,000,000	625,000,000	525,000,000	525,000,000	2,200,000,000

Interventions	Outputs	Activities	Annualised Estimated Costs				Total Cost	
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24		FY 2024/25
	Judiciary staff trained on ICT	Undertake ICT training of judiciary staff	160,000,000	160,000,000	168,000,000	168,000,000	168,000,000	824,000,000
	ICT Security of ICT Systems and infrastructure provided	Maintain ICT security of ICT systems and infrastructure	1,021,000,000	1,171,000,000	1,387,050,000	1,544,550,000	1,702,050,000	6,825,650,000
<b>Sub-total</b>			<b>5,069,638,795</b>	<b>12,313,515,195</b>	<b>12,929,146,273</b>	<b>13,086,646,273</b>	<b>13,244,146,273</b>	<b>56,643,092,809</b>
<b>Objective 3 Total</b>			<b>15,450,520,695</b>	<b>34,728,515,195</b>	<b>51,516,646,273</b>	<b>77,855,896,273</b>	<b>83,053,396,273</b>	<b>262,604,974,709</b>
<b>Objective 4: To develop and support the Judiciary workforce and capacity</b>								
4.1 Strengthen the human resource capacity.	Judiciary staff structure reviewed	Review Judiciary staff structure		129,100,000	-	-	-	129,100,000
	Staffing gaps for justices, judges, registrars, magistrates, research officers <sup>14</sup> and non-judicial staff filled	Fill staffing gaps for justices of the Supreme Court Fill staffing gaps for justices of the Court of Appeal Fill staffing gaps for judges of the High Court Fill staffing gaps for registrars, deputy and assistant registrars Fill staffing gaps for chief magistrates Fill staffing gaps for magistrates grade 1 Fill staffing gaps for research officers	3,420,000,000 4,164,000,000 15,138,000,000 7,096,476,000 5,811,421,560	3,138,000,000 4,398,600,000 20,538,000,000 11,560,320,000 13,171,200,000	3,984,000,000 6,372,000,000 24,588,000,000 13,487,040,000 15,052,800,000	4,830,000,000 9,408,000,000 28,638,000,000 15,413,760,000 16,934,400,000	5,958,000,000 15,480,000,000 32,688,000,000 17,340,480,000 18,816,000,000	21,330,000,000 39,822,600,000 121,590,000,000 64,898,076,000 69,785,821,560
	Staff emoluments and retirement benefits paid	Pay staff emoluments and retirement benefits	8,512,037,798	31,360,560,000	35,840,640,000	40,320,720,000	44,800,800,000	160,834,757,798
	Judiciary Service regulations development	Develop Judiciary Service regulations	1,198,176,000					1,198,176,000
	Judiciary human resource manual developed	Develop a Judiciary human resources manual	8,321,113,457	52,429,584,000	78,644,376,000	91,751,772,000	104,859,168,000	336,006,013,457
	A Judiciary staff rewards and sanctions framework	Develop a Judiciary staff rewards and sanctions framework	38,365,146,000	79,872,659,483	91,026,312,220	104,183,066,639	119,492,432,417	432,939,616,759
<b>Sub-total</b>			<b>92,026,370,815</b>	<b>216,598,023,483</b>	<b>268,995,168,220</b>	<b>311,479,718,639</b>	<b>359,434,880,417</b>	<b>1,248,534,161,574</b>
4.2 Attract, retain, empower and motivate staff.	Judiciary Service regulations development	Develop Judiciary Service regulations	200,000,000					200,000,000
	Judiciary human resource manual developed	Develop a Judiciary human resources manual		201,320,000				201,320,000
	A Judiciary staff rewards and sanctions framework	Develop a Judiciary staff rewards and sanctions framework		74,200,000				74,200,000

<sup>14</sup> These will be phased out to Magistrates

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
	developed and implemented	Implement the Judiciary staff rewards and sanctions framework	-	196,200,000	206,010,000	206,010,000	216,310,500	824,530,500
	The training function strengthened	Conduct staff training needs assessment	-	200,000,000	200,000,000	200,000,000	200,000,000	800,000,000
		Develop Judiciary staff training calendar	-	72,000,000	72,000,000	72,000,000	72,000,000	288,000,000
		Conduct staff training	-	844,080,000	668,335,500	668,335,500	701,752,200	2,882,503,200
		Conduct human resource support supervision	-	30,000,000	158,760,000	158,760,000	166,698,000	514,218,000
		Conduct induction for new Judiciary staff	-	571,972,000	590,465,400	655,380,600	688,149,630	2,505,967,630
	Judiciary deployment and transfer policy developed	Develop Judiciary deployment and transfer policy	-	108,000,000	-	-	-	108,000,000
<b>Sub-total</b>			<b>200,000,000</b>	<b>2,297,772,000</b>	<b>1,895,570,900</b>	<b>1,960,486,100</b>	<b>2,044,910,330</b>	<b>8,398,739,330</b>
4.3 Improve staff wellness.	HIV/AIDS workplace policy implemented	Support Judiciary staff living with HIV/AIDS	-	62,400,000	5,900,967,330-	-	-	62,400,000
		Conduct HIV/AIDS awareness campaigns	-	48,000,000	141,750,000	141,750,000	141,750,000	473,250,000
		Popularise the HIV/AIDS workplace policy	-	48,000,000	208,950,000	208,950,000	208,950,000	674,850,000
	Psycho-social support provided	Provide professional counselling services to Judiciary staff	-	151,200,000	158,760,000	158,760,000	158,760,000	627,480,000
	The anti-sexual harassment policy implemented	Conduct anti-sexual harassment policy awareness campaigns	-	20,000,000	311,430,000	311,430,000	311,430,000	954,290,000
		Investigate sexual harassment complaints	-	75,000,000	75,000,000	75,000,000	75,000,000	300,000,000
	The Judiciary gender and equity policy reviewed and implemented	Review the Judiciary gender and equity policy	-	74,200,000	-	-	-	74,200,000
		Popularise the Judiciary gender and equity policy	-	258,200,000	271,110,000	271,110,000	271,110,000	1,071,530,000
	The health insurance scheme for all Judiciary staff implemented	Provide health insurance to all Judiciary staff	-	1,500,000,000	1,587,600,000	2,428,650,000	2,679,600,000	8,195,850,000
	Judiciary health physical activities conducted	Conduct health run/walk and aerobic sessions	-	10,000,000	577,920,000	577,920,000	577,920,000	1,743,760,000



Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
	Judiciary occupational health and safety policy developed and implemented	Customise the occupational health and safety policy	-	-	15,750,000	-	-	15,750,000
<b>Sub-total</b>			-	<b>2,247,000,000</b>	<b>3,348,270,000</b>	<b>4,173,570,000</b>	<b>4,424,520,000</b>	<b>14,193,360,000</b>
4.4 Strengthen operational efficiency and effectiveness of records management in the Judiciary Service.	Judiciary Service records management manuals developed	Develop records centre manual	-	-	74,445,000	-	-	74,445,000
	Retention and disposal manual developed	Develop retention and disposal manual	-	-	69,195,000	-	-	69,195,000
	Registry manual developed	Develop registry manual	-	-	102,732,000	-	-	102,732,000
	Judiciary records centre manual, retention and disposal manual, and registry manual disseminated	Disseminate Judiciary records centre manual, retention and disposal manual, and registry manual	-	-	195,930,000	-	-	195,930,000
	Records centres established	Establish records centres in courts	-	500,000,000	1,000,000,000	1,500,000,000	2,000,000,000	5,000,000,000
	Management of records automated	Automate records management system	-	-	-	150,000,000	-	150,000,000
	Registry classification scheme reviewed	Review registry classification scheme	-	37,170,000	-	-	-	37,170,000
	Reorganisation of registries/records centres	Procure records storage facilities	672,000,000	672,000,000	672,000,000	672,000,000	672,000,000	3,360,000,000
		Conduct registry audits	72,000,000	72,000,000	72,000,000	72,000,000	72,000,000	360,000,000
		Inspect court registries and records centres	158,760,000	158,760,000	158,760,000	158,760,000	158,760,000	793,800,000
		File conservation and preservation	-	28,800,000	42,336,000	42,336,000	42,336,000	155,808,000
	<b>Sub-total</b>			<b>902,760,000</b>	<b>1,468,730,000</b>	<b>2,387,398,000</b>	<b>2,595,096,000</b>	<b>2,945,096,000</b>
4.5 Provide a safe and conducive work environment.	Court premises managed	Provide cleaning services in all court premises	-	3,317,584,000	4,528,502,160	4,981,352,376	4,981,352,376	17,808,790,912
		Manage rented premises	11,150,471,600	11,150,471,600	13,020,000,000	13,020,000,000	13,020,000,000	61,360,943,200
		Identify, customise, and align rented buildings to Judiciary business	200,000,000	300,000,000	315,000,000	315,000,000	210,000,000	1,340,000,000
	Environmental activities mainstreamed	Conduct environmental sensitisation campaigns, planting of trees, shrubs, and flowers	-	248,200,000	260,610,000	260,610,000	260,610,000	1,030,030,000

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
	Judiciary assets managed	Develop a three-year asset management strategy	-	-	185,000,000	-	-	185,000,000
		Update the Judiciary asset register	50,000,000	50,000,000	52,500,000	52,500,000	52,500,000	257,500,000
	Security of court premises and designated residences improved	Dispose of assets	50,000,000	50,000,000	52,500,000	52,500,000	52,500,000	257,500,000
		Provide security personnel in all court premises and designated residences	4,620,000,000	6,500,000,000	6,825,000,000	7,166,250,000	7,524,562,500	32,635,812,500
		Procure and install CCTV systems for courts	1,020,000,000	1,020,000,000	1,071,000,000	1,071,000,000	1,071,000,000	5,253,000,000
	Fleet management information system established	Procure walk-through scanners for courts		1,050,000,000	-	-	-	1,050,000,000
		Procure metal detectors for courts		400,000,000	210,000,000	210,000,000	-	820,000,000
		Procure fire suppression systems for courts.	24,000,000	48,000,000	25,200,000	25,200,000	25,200,000	147,600,000
		Procure luggage scanner for Supreme Court, Court of Appeal, High Court	-	1,200,000,000	-	-	-	1,200,000,000
		Procure under-carriage security search mirrors	-	22,800,000	-	-	-	22,800,000
	Judiciary fleet, motorcycles and boats managed	Induct court orderlies and guards	-	160,000,000	160,000,000	160,000,000	160,000,000	640,000,000
		Establish a fleet management information system	-	-	210,000,000	-	-	210,000,000
		Maintain Judiciary fleet, motorcycles and boats	6,994,800,000	7,494,000,000	9,442,440,000	11,330,928,000	13,597,113,600	48,859,281,600
	<b>Sub-total</b>		<b>24,109,271,600</b>	<b>33,011,055,600</b>	<b>36,357,752,160</b>	<b>38,645,340,376</b>	<b>40,954,838,476</b>	<b>173,078,258,212</b>
	<b>Objective 4 Total</b>		<b>117,238,402,415</b>	<b>255,622,581,083</b>	<b>312,984,159,280</b>	<b>358,854,211,115</b>	<b>409,804,245,223</b>	<b>1,454,318,599,116</b>
<b>Strategic Objective 5: To Enhance coordination, partnerships and accountability</b>								
5.1 Strengthen coordination with stakeholders.	The Judiciary Council facilitated	Develop the Judiciary Council rules of procedure	102,000,000		-	-	-	102,000,000
		Hold Judiciary Council meetings	113,400,000	312,000,000	327,600,000	343,980,000	361,179,000	1,458,159,000
		Conduct Judiciary Council activities	100,000,000	105,000,000	110,250,000	115,762,500	121,550,600	552,563,100
Judiciary committees operationalised in line with AJA 2020		-	120,400,000	126,420,000	132,741,000	139,378,050	518,939,050	

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
		Operationalise human capital development, gender and equity mainstreaming committee	-	120,400,000	126,420,000	132,741,000	139,378,050	518,939,050
		Operationalise information, communication technology and documentation committee	-	120,400,000	126,420,000	132,741,000	139,378,050	518,939,050
		Operationalise audit committee	-	120,400,000	126,420,000	132,741,000	139,378,050	518,939,050
	Administration of Justice Programme engagements participated in	Participate in the Administration of Justice Programme engagements	-	123,920,000	130,116,000	136,621,800	143,452,890	534,110,690
<b>Sub-total</b>			<b>315,400,000</b>	<b>1,022,520,000</b>	<b>1,073,646,000</b>	<b>1,127,328,300</b>	<b>1,183,694,690</b>	<b>4,722,588,990</b>
5.2 Strengthen partnerships.	Engagements with development partners participated in	Participate in engagements with development partners	-	110,400,000	115,920,000	115,920,000	115,920,000	458,160,000
	Justice, law and order engagement activities participated in	Participate in justice, law and order stakeholder engagements	-	110,400,000	115,920,000	115,920,000	115,920,000	458,160,000
	Engagements with academia participated in	Participate in engagements with academia	-	110,400,000	115,920,000	115,920,000	115,920,000	458,160,000
<b>Sub-total</b>			<b>-</b>	<b>331,200,000</b>	<b>347,760,000</b>	<b>347,760,000</b>	<b>347,760,000</b>	<b>1,374,480,000</b>
5.3 Strengthen accountability and performance management.	The Judiciary performance enhancement tool (PET) operationalised	Carry out training of trainers in the use of performance enhancement tool	-	168,000,000	-	-	-	168,000,000
		Develop weighting system for the performance enhancement tool	-	250,000,000	-	-	-	250,000,000
		Roll out the Judiciary performance enhancement tool	-	1,095,257,720	1,168,548,003	1,752,822,005	1,840,463,105	5,857,090,832
	Train court users, prosecutors, public and advocates on PET surveys in the pilot courts	Train court users, prosecutors, public and advocates on PET surveys in the pilot courts	-	210,000,000	220,500,000	220,500,000	231,525,000	882,525,000
	Sensitise key stakeholders on the performance enhancement tool	Sensitise key stakeholders on the performance enhancement tool	-	320,000,000	336,000,000	336,000,000	352,800,000	1,344,800,000
	Manage performance enhancement tool	Manage performance enhancement tool	-	173,500,000	182,175,000	182,175,000	191,283,750	729,133,750
	Conduct staff performance appraisal	Conduct staff performance appraisal	-	40,000,000	50,400,000	58,800,000	61,740,000	210,940,000

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
	Biometric time attendance machines installed at courts	Install biometric time attendance machines at courts	-	260,000,000	273,000,000	273,000,000	286,650,000	1,092,650,000
	Court user satisfaction survey conducted	Analyse data from biometric machines	-	24,000,000	63,000,000	63,000,000	66,150,000	216,150,000
	Judiciary public events held	Conduct a court user satisfaction survey	-	250,000,000	262,500,000	262,500,000	275,625,000	1,050,625,000
		Hold the New Law Year ceremony	180,000,000	235,183,478	246,942,652	246,942,652	259,289,784	1,168,358,566
		Hold the Annual Judges Conference	836,200,000	1,056,546,000	1,109,373,300	1,109,373,300	1,164,841,965	5,276,334,565
		Hold the Benedicto Kiwanuka Memorial Lecture	150,000,000	166,259,000	174,571,950	174,571,950	183,300,500	848,703,400
		Hold the Annual Magistrates Conference	378,853,300	425,553,400	446,310,000	454,210,200	465,114,000	2,170,040,900
	Annual report of the Judiciary/state of the Judiciary report prepared and published	Prepare and publish the annual report of the Judiciary/state of the Judiciary report	240,000,000	250,000,000	262,500,000	262,500,000	275,625,000	1,290,625,000
	The Judiciary call centre operationalised	Train call centre agents	-	24,000,000	25,200,000	25,200,000	26,460,000	100,860,000
		Provide feedback on complaints and inquiries	-	96,000,000	100,800,000	100,800,000	105,840,000	403,440,000
			<b>1,785,053,300</b>	<b>5,044,299,598</b>	<b>4,921,820,905</b>	<b>5,522,395,106</b>	<b>5,786,708,104</b>	<b>23,060,277,014</b>
			<b>2,100,453,300</b>	<b>6,398,019,598</b>	<b>6,343,226,905</b>	<b>6,997,483,406</b>	<b>7,318,162,794</b>	<b>29,157,346,004</b>
<b>Objective 5 Total</b>								
<b>Strategic Objective 6: To improve public awareness and image of the Judiciary</b>								
6.1 Strengthen participatory public engagement.	The Judiciary communication strategy developed	Develop the Judiciary communication strategy	-	90,000,000	-	-	-	90,000,000
	Media for the Judiciary accredited	Accredit media for the Judiciary	-	60,000,000	63,000,000	63,000,000	63,000,000	249,000,000
	Court reporters trained	Train court reporters	-	80,000,000	84,000,000	84,000,000	84,000,000	332,000,000
	Information sharing platforms updated and maintained	Maintain and update information sharing platforms	-	36,000,000	37,800,000	37,800,000	37,800,000	149,400,000
	Media engagements held	Hold TV talk shows	-	168,000,000	176,400,000	176,400,000	176,400,000	697,200,000
6.2 Promote the Judiciary brand.		Hold radio talk shows	-	126,000,000	132,300,000	132,300,000	132,300,000	522,900,000
	Judiciary information, education and communication materials developed and disseminated	Develop and disseminate Judiciary information, education and communication materials and promotional items	-	500,000,000	525,000,000	525,000,000	525,000,000	2,075,000,000

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
<b>Sub-total</b>			-	1,060,000,000	1,018,500,000	1,018,500,000	1,018,500,000	4,115,500,000
<b>Objective 6 Total</b>			-	1,060,000,000	1,018,500,000	1,018,500,000	1,018,500,000	4,115,500,000
<b>Strategic Objective 7: To improve resource mobilisation and management</b>								
7.1 Strengthen resource mobilisation.	Judiciary Fund operationalised	Operationalise the Judiciary Fund	-	-	31,500,000	-	-	31,500,000
		Develop regulations to operationalise the Judiciary Fund	-	-	-	-	-	-
	Project proposals and concept notes targeting new partnerships originated and developed	Develop project proposals and concept notes targeting new partnerships	45,000,000	45,000,000	47,250,000	47,250,000	47,250,000	231,750,000
<b>Sub-total</b>			45,000,000	45,000,000	78,750,000	47,250,000	47,250,000	263,250,000
7.2 Strengthen the accounting system and resource management.	Annual work plans aligned to strategic plan	Align annual work plans to strategic plan	70,000,000	100,000,000	105,000,000	105,000,000	105,000,000	485,000,000
	Financial statements prepared and submitted	Prepare and submit financial statements	120,000,000	200,000,000	210,000,000	210,000,000	210,000,000	950,000,000
	Periodic procurement and disposal reports prepared and submitted	Prepare and submit periodic procurement and disposal reports	30,000,000	50,000,000	52,500,000	52,500,000	52,500,000	237,500,000
	Periodic performance reports prepared and submitted	Prepare and submit periodic performance reports	68,000,000	80,000,000	84,000,000	84,000,000	84,000,000	400,000,000
	Audit queries responded to	Respond to audit queries	24,200,000	24,200,000	24,200,000	24,200,000	24,200,000	121,000,000
	Audit reports produced	Produce audit reports		400,000,000	420,000,000	420,000,000	420,000,000	1,660,000,000
	<b>Sub-total</b>			312,200,000	854,200,000	895,700,000	895,700,000	3,853,500,000
7.3 Coordinate and monitor implementation of the Judiciary Strategic Plan.	The Judiciary Strategic Plan V disseminated	Disseminate Judiciary Strategic Plan V		387,000,000	-	-	-	387,000,000
	Managers coached on the alignment of work plans to the JSPV	Coach managers to align work plans to the JSPV		44,652,000	42,210,000	35,448,000	-	122,310,000
	Progress report on the performance of the JSPV prepared	Prepare progress report on the performance of the JSPV		250,000,000	262,500,000	262,500,000	262,500,000	1,037,500,000
		Conduct monitoring and evaluation visits		600,000,000	661,500,000	661,500,000	661,500,000	2,584,500,000

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost	
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25		
		Periodic review and update of Judiciary monitoring and evaluation frameworks to ensure that reporting standards are aligned to Judiciary Strategic Plan		94,000,000	98,700,000	98,700,000	98,700,000	98,700,000	390,100,000
		Collect data to validate work plan performance through surveys		136,212,500	143,023,125	143,023,125	143,023,125	143,023,125	565,281,875
		Develop the M&E action log and monitor the implementation of recommendations		240,000,000	-	-	-	-	240,000,000
	Monitoring and evaluation function strengthened	Prepare, document, review and submit periodic progress reports to relevant internal and external stakeholders		275,000,000	288,750,000	288,750,000	288,750,000	288,750,000	1,141,250,000
		Establish and update best practices for performance reporting, monitoring and evaluation to enhance effective and efficient institutional reporting		275,000,000	288,750,000	288,750,000	288,750,000	288,750,000	1,141,250,000
		Provide technical support to projects in developing log frames, indicators, baselines and data collection tools and project plans		275,000,000	288,750,000	288,750,000	288,750,000	288,750,000	1,141,250,000
	Midterm review of JSPV conducted	Conduct midterm review of JSPV			-	-	-	416,399,550	416,399,550
	End of term review of JSPV conducted	Conduct end of term review of JSPV			-	-	-	416,399,550	416,399,550
	Budget consultative workshops held	Hold budget consultative workshops	83,560,000	103,560,000	317,919,000	317,919,000	317,919,000	317,919,000	1,140,877,000
	Research on topical issues to inform policy/decision making undertaken	Undertake research on topical issues to inform policy/decision making	68,000,000	88,640,000	106,807,050	106,807,050	106,807,050	106,807,050	477,061,150
	Policy directives and circulars issued by Parliament, MoFPED, Office of the President followed up and implemented	Implementation and follow up of policy directives and circulars issued by Parliament, MoFPED, Office of the President	79,200,000	83,160,000	87,318,000	87,318,000	87,318,000	91,683,900	428,679,900
<b>Sub-total</b>			<b>230,760,000</b>	<b>2,852,224,500</b>	<b>2,586,227,175</b>	<b>2,579,465,175</b>	<b>3,381,182,175</b>	<b>3,381,182,175</b>	<b>11,629,859,025</b>

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
7.4 Strengthen preparation and submission of policy and planning documents	The Judiciary policy statement prepared and submitted	Prepare and submit the Judiciary policy statement	250,000,000	200,000,000	210,000,000	210,000,000	210,000,000	1,080,000,000
	The Judiciary budget framework paper prepared and submitted	Prepare and submit the Judiciary budget framework paper	100,000,000	250,000,000	262,500,000	262,500,000	262,500,000	1,137,500,000
	Judiciary performance report prepared and submitted	Prepare and submit Judiciary performance report	45,600,000	108,000,000	113,400,000	113,400,000	113,400,000	493,800,000
<b>Sub-total</b>			<b>395,600,000</b>	<b>558,000,000</b>	<b>585,900,000</b>	<b>585,900,000</b>	<b>585,900,000</b>	<b>2,711,300,000</b>
7.5 Develop and implement the Judiciary Statistics Strategy.	Coordination and management of statistics institutionalised	Develop the Judiciary statistics strategy		153,400,000	-	-	-	153,400,000
		Monitor implementation of the Judiciary strategy for statistics		306,600,000	321,930,000	321,930,000	321,930,000	1,272,390,000
	Cooperation and formalise partnership with key players in the National Statistical System (NSS) broadened	Coach key stakeholders on the alignment of the statistical interventions to the Judiciary statistics strategy		90,000,000	94,500,000	94,500,000	94,500,000	373,500,000
		Conduct data management committee and technical meetings		96,000,000	105,840,000	118,840,000	126,960,000	447,640,000
	Human capital for statistical development across the Judiciary statistical system strengthened	Hold dialogues between key data producers and users		120,000,000	132,300,000	132,300,000	132,300,000	516,900,000
		Strengthen and formalise collaboration and cooperation arrangements between Judiciary and other stakeholders		192,000,000	211,680,000	211,680,000	211,680,000	827,040,000
	Human capital for statistical development across the Judiciary statistical system strengthened	Strengthen partnerships with professional bodies and associations.		192,000,000	211,680,000	211,680,000	211,680,000	827,040,000
		Develop a statistical capacity building/training plan		94,000,000	-	-	-	94,000,000
	Human capital for statistical development across the Judiciary statistical system strengthened	Conduct gender-responsive statistical training for judicial, statistical and clerical staff		344,400,000	361,620,000	361,620,000	361,620,000	1,429,260,000
		Conduct skills and competency-based training in line with identified statistical capacity needs		349,600,000	367,080,000	367,080,000	367,080,000	1,450,840,000



Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
		Conduct coaching and mentoring sessions in statistical production and services		202,400,000	223,146,000	223,146,000	223,146,000	871,838,000
	A robust statistical system strengthened and maintained	Conduct institutional surveys on statistical user requirements Acquire data visualisation technologies		91,000,000	95,550,000	95,550,000	95,550,000	377,650,000
		Review the list of unmet statistical needs at the end of each financial year		45,000,000	49,612,500	49,612,500	49,612,500	193,837,500
		Document standards and guidelines for compilation of administrative data.		28,000,000	29,400,000	29,400,000	29,400,000	116,200,000
	A comprehensive case data management system developed	Review, pretest and print case registers to capture emerging data needs. Update the available case management information systems to address emerging data needs Conduct court case file census		52,000,000	57,330,000	57,330,000	57,330,000	223,990,000
		Profile statistical quality standards by each stage of the statistical value chain		216,000,000	238,140,000	238,140,000	238,140,000	930,420,000
	A statistical quality culture in the Judiciary promoted	Update the available case management information systems to address emerging data needs Conduct court case file census		60,000,000	66,150,000	66,150,000	66,150,000	258,450,000
		Undertake triangulation of monthly case statistics		101,325,000	111,710,813	111,710,813	111,710,813	436,457,438
		Conduct statistical quality audits		50,400,000	88,200,000	88,200,000	88,200,000	315,000,000
		Conduct quality assurance field visits and other engagements to ensure compliance with acceptable standards, methodologies and classifications.		219,600,000	242,109,000	242,109,000	242,109,000	945,927,000
		Conduct capacity building engagements on statistical quality		105,000,000	110,250,000	110,250,000	110,250,000	435,750,000
		Conduct institutional environmental assessment with regard to statistical production		401,600,000	421,680,000	421,680,000	421,680,000	1,666,640,000
				272,400,000	300,321,000	300,321,000	300,321,000	1,173,363,000
				21,000,000	22,050,000	22,050,000	22,050,000	87,150,000

Interventions	Outputs	Activities	Annualised Estimated Costs					Total Cost	
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25		
				84,000,000	88,200,000	88,200,000	88,200,000	88,200,000	348,600,000
	Appropriate and cost-effective ICT for statistical production adopted	Procure ICT equipment and systems to support mobile data collection systems e.g. Open Data Kit, Teamscope, Survey CTO, GIS	-	100,000,000	110,250,000	163,170,000	110,250,000	110,250,000	483,670,000
	An effective and efficient data dissemination system developed	Develop standard operating procedures (SOPs) for the dissemination of statistics	-	64,000,000	-	-	-	-	64,000,000
		Conduct capacity building activities in the use of data visualisation technologies	-	380,400,000	399,420,000	399,420,000	399,420,000	399,420,000	1,578,660,000
		Conduct reviews on statistical packaging in consultation with the users	139,200,000	139,200,000	146,160,000	146,160,000	146,160,000	146,160,000	716,880,000
		Disseminate statistics using wider avenues, channels and modes e.g. media tours, media breakfast, advertorials and press briefs	-	96,000,000	100,800,000	100,800,000	100,800,000	100,800,000	398,400,000
	Data user capability to access and use statistics strengthened	Strengthen statistics user capacity to analyse and interpret statistics	-	380,400,000	399,420,000	399,420,000	399,420,000	399,420,000	1,578,660,000
	Open data portals established and maintained	Establish and maintain open data portals	-	200,000,000	220,500,000	220,500,000	441,000,000	441,000,000	1,082,000,000
		Establish a one-stop centre for case data in the Judiciary	-	-	297,675,000	-	-	-	297,675,000
		Develop a Judiciary statistics dashboard.	-	-	-	325,500,000	-	-	325,500,000
	Legal and other frameworks for statistics strengthened	Integrate awareness about statistical frameworks in all stakeholder engagements in the Judiciary statistical system	-	28,000,000	17,640,000	17,640,000	17,640,000	17,640,000	80,920,000
	<b>Sub-total</b>		<b>139,200,000</b>	<b>5,275,725,000</b>	<b>5,642,344,313</b>	<b>5,736,089,313</b>	<b>5,586,289,313</b>	<b>5,586,289,313</b>	<b>22,379,647,938</b>
	<b>Objective 7 Total</b>		<b>1,122,760,000</b>	<b>9,585,149,500</b>	<b>9,788,921,488</b>	<b>9,844,404,488</b>	<b>10,496,321,488</b>	<b>10,496,321,488</b>	<b>40,837,556,963</b>
	<b>Grand Total</b>		<b>300,745,148,130</b>	<b>554,348,079,096</b>	<b>686,952,370,702</b>	<b>726,562,273,538</b>	<b>770,906,667,829</b>	<b>770,906,667,829</b>	<b>3,039,514,539,296</b>

**Annex 4: Roles of Registry of Planning, Research and Development and the Department of Policy & Planning in the implementation of JSPV**

S/n	Registry of Planning, Research and Development	Department of Policy & Planning
1	Initiate and monitor the development of the strategic plan	Coordinate the preparation of the strategic plan
2	Provide input in the preparation of the following: i) Budget framework paper ii) Annual budget and work plans iii) Policy statement	Prepare the following: i) Budget framework paper ii) Annual budget and work plans iii) Policy statement
3	Monitor the implementation of work plans and the strategic plan.	Monitor and evaluate implementation and impact of policies, strategies, plans, programmes, and projects
4	Provide input on Judiciary priorities in preparation of quarterly allocations and any other budget adjustments.	Analyse the expenditure limits within the context of the approved work plan and prepare quarterly allocations and any other budget adjustments.
5	Provide input for the periodic performance reports on budget implementation.	Prepare periodic performance reports on budget implementation.
6	Identify, prepare and appraise projects and programmes.	Provide technical support to the Registry of Planning, Research and Development and other departments in project management.
7	Conduct and coordinate research on selected issues in the Judiciary.	Provide technical support in the research processes in the Judiciary.
8	Prepare the State of the Judiciary Report.	Provide input in the preparation of the State of the Judiciary Report.

## Annex 5: A List of Key Informants in the consultative process

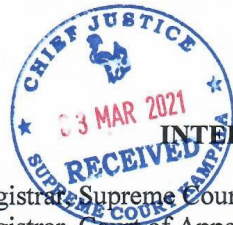
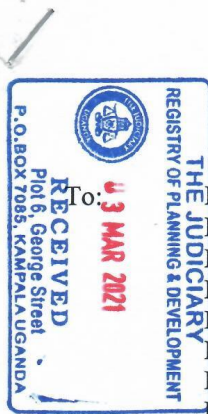
KEY INFORMANT	NAME
Chief Justice	-Hon. Justice Alfonse Chigamoy Owiny-Dollo
Principal Judge	-Hon. Dr. Justice Flavian Zeija
Chief Inspector of Courts	-Hon. Justice Opio Aweri
Justices of Supreme Court	-Hon. Lady Justice Stella Arach-Amoko
	-Hon. Lady Justice Dr. Esther Kisaakye Kitimbo
Justices of COA	-Hon. Justice Godfrey Kiryabwire (C/p SCP implementation Committee / Head ICT)
	-Hon. Justice Fredrick Martin Steven Egonda-Ntende (C/P Uganda Law Council)
(5) Resident Judges of the High Court Circuits	-Hon. Justice. Tadeo Asiimwe (Mbarara)
	-Hon. Justice Paul Gadenya Wolimbwa (Masindi)
	-Hon. Justice Godfrey Namundi (Mbale)
	-Hon. Justice Stephen Mubiru (Gulu)
	-Hon. Justice David Batema (Mukono)
(8) Resident Judges of the Divisions of the High Court in Kampala	-Hon. Justice David Kutosi Wangutusi (ICD)
	-Hon. Justice Lawrence Gidudu (Anti-corruption)
	-Hon. Justice Wilson Kwesiga (Criminal Division)
	-Hon. Dr. Justice Andrew Bashaija (Civil Division)
	-Hon. Dr. Justice Henry Peter Adonyo (Commercial Division)
	-Hon. Lady Justice Henrietta Wolayo (Execution Division)
	-Hon. Justice John Eudes Keitirima (Land Division)
-Hon. Justice David Matovu (Family Division)	
UJOA President	-Hon. Justice. Tadeo Asiimwe (Mbarara)
Judge (JTI)	-Hon. Lady Justice Damalie Lwanga
Uganda Law Council	-Hon. Justice Fredrick Martin Steven Egonda-Ntende
Judicial Service Commission	-Hon. Mr. Justice Kabiito Benjamin
Secretary to the Judiciary	-Mr. Pius Bigirimana
Chief Registrar	-H/W Sarah Langa Siu
Former Chief Registrar	-H/W Tom Chemutai
Registrar	-H/W Lawrence Tweyanze
Registrar	-H/W Samuel Emokor
Registrar	-H/W Rosemary Bareebe
Registrar	-H/W Eliasa Omar Kisawuzi
Registrar (JTI)	-H/W Moses Angualia
Registrar	-H/W Flavia Matovu
Registrar	-H/W Amos Kwizera
Registrar	-H/W Lillian Bucyana
PRO	-H/W Jameson Karemani Karemera
Former UJOA President	-H/W Godfrey Kaweesa

KEY INFORMANT	NAME
Under Secretary	-Ms. Maureen Kasande
Commissioner, Engineering and Technical Services	-Dr. Christopher Ebal
Head ICT Judiciary	-Mr. David Kikabi
Head Human Resource Judiciary	-Ms. Apophia N. Tumwine
Technical Advisor of the Judiciary	-Mr. Andrew KhauKha
Uganda Police Services	-Mr. Francis Ochaya
Uganda Prison Services	- Ms. Dorothy Apimo
JLOS Secretariat	-Mr. Musa Modoi
Ministry of Local Government	-Ms. Stella Aguti
ULS-President	-Mr. Simon Peter M. Kinobe
Australian Development Agency and European Union	- Dr. Katja Kerschbaumer
UNFPA	-Ms. Alice Ayebare
UN WOMEN	-Ms. Susan Oregede
UNDP	- Mrs. Annet Mpabulungi Wakabi
LASPNET	- Dr. Sylvia Namubiru
Principal School of Law Makerere University	- Dr. Christopher Mbazira
Makerere University	-Professor Hisali Eria
Former Principal Economist	Mr. Felix Okurut
<b>CIRCUIT COURTS</b>	
Buganda Road Court	H/W Miriam Ayo H/W Eddy Okello (CM)
Kampala	H/W Stella Maris Amabilis H/W Ketty Joan Acaa H/W Doreen Olga Karungi H/W Dorothy Bagyenya H/W Samuel Munobe (CM)
Luwero	H/W Doreen Ajuna H/W Suzan Awidi
Mengo	H/W Esther Rebecca Nasambu (CM) H/W Sarah Bashaija Tusiime H/W Kenneth Kabiri Gimugu H/W Racheal Nakyazze H/W Nassozi Rehema Ssebbowa H/W Prosscovia Nsaire

KEY INFORMANT	NAME
Nakawa	H/W Douglas Karekona Singiza (CM)
	H/W Fionah Sheila Angura
	H/W Ponsiano Romans Odwori
	H/W Jackline Kagoya
Masaka	Hon. Lady Justice Victoria Katamba Nakintu Nkwanga
	H/W Cissy Mudhasi
	H/W Deogratius Ssejemba (CM)
	H/W Charles Yeteise (CM)
	H/W Nause Tumuhimbise
G1s	
City council (Hall)	H/W Beatrice Khainza
	H/W Valerian Tuhimbise
LDC	H/W Fatumah Nabirye
	H/W Nsenge Roseline
Nakaseke and Ngoma	H/W Winnie Nankya
Wobulezi, Nyimbwa and Bombo	H/W Hope Bagyenda
Natete/Rubaga	H/W Timothy Lumunye
	H/W Wegoye Joel
Luzira	H/W Kabugho Byakutaga Caroline
G2	
Wobusana	H/W Doreen Ajuna
	H/W Francis Dawa Matenga (CM)
	H/W Vian Kwizera
Nwoya	H/W Turibamwe Christine
Amuru	H/W Susan Anyeko
Kitgum	H/W Akullo Elizabeth Ogwal (CM)
	H/W John Paul Obuya
Pader	H/W Edward Kabayo
G1	
Patongo	H/W Phillip Oji
Masaka Municipal Court and Lukaya	H/W Nause Tumuhimbise
Kalungu	H/W Jalia Basajabalaba
Kyazanga and Mbirizi	H/W Abdallah Kaize Elias
Kyanamukaka	H/W Arthur Ziraba
Kakuuto and Lyantonde	H/W Fred Luwaga
Kalisizo, Kasaali and Kyotera	H/W Joy Nambozo
Mateete	H/W Edphonse Rutagyengwa

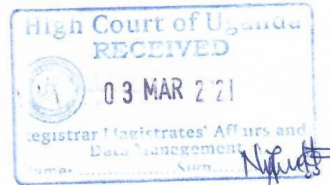
KEY INFORMANT	NAME
Ntuusi	H/W Charles Lutalo Bbosa
G2	
Lwemiyaga	H/W Charles Lutalo Bbosa
Butenga	H/W Wakooli Grace
Kacheera	H/W Peter Mutala
Mbale	Hon. Justice Jesse Byaruhanga Rugyema
	H/W Lillian Mwandha
Sironko CM	H/W Patrick Kitiyo
Tororo	H/W Mulondo Mastula(CM)
G1	
Mbale Municipal	H/W Dorcas Zako
Nakaloke	
Bukwo	H/W Christopher Opit
Bududa	H/W Samson Abiti Loum
Kibuku	
Bulambuli	H/W Julian Agwango
Butaleja	H/W Ronald Nsohya Kanya
Malaba	H/W Kaibei Cherotich
Nagongera	H/W Lydia Wabuze
Mukujju	H/W Ivan Seguya
Mulanda	H/W Mariam Namubiru
G2	
Kisoko	H/W Mariam Namubiru
Mbarara HC	Hon. Justice Tadeo Asiimwe
	Hon. Lady Justice Joyce Kavuma
	H/W Samuel Twakyire
Ntungamo CM	H/W Sarah Mponye Kolya (CM)
	H/W Derick Akera Otim
Bushenyi CM	H/W Nazifah Namayanja
	H/W Jane Mugala (CM)
	H/W Asanasio Mukobi
	H/W John Pauls Osauro
Mbarara Municipal Council	H/W Gordon Muhimbise
Bwizibwera	H/W Paul Mujuni
Rubindi	H/W Copan Muhanguzi
Rwashamaire	H/W Sarah Kolya Mponye





**INTERNAL MEMO**

- To:
- Registrar, Supreme Court
  - Registrar, Court of Appeal
  - Registrar, High Court
  - Registrar, Planning & Development
  - Registrar, Inspectorate of Courts
  - Registrar, JTI
  - Registrar, Mediation
  - Registrar, Commercial Division
  - Ag. Registrar, Magistrate Affairs and Data Management
  - Deputy Registrar, Family Division
  - Deputy Registrar, International Crimes Division
  - Deputy Registrar, Criminal Division
  - Deputy Registrar, Land Division
  - Deputy Registrar, Civil Division
  - Deputy Registrar, Anti-Corruption Division
  - Private Legal Secretary to the Chief Justice
  - Assistant Registrar, Small Claims Procedures
  - Under Secretary, Finance & Administration
  - Commissioner, Engineering and Technical Services
  - Private Legal Secretary to the Deputy Chief Justice
  - Principal Human Resource Officer
  - Principal Information Technology Officer



From: The Permanent Secretary/Secretary to the Judiciary

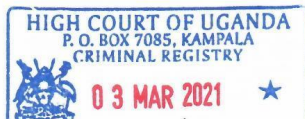
Copy to: The Hon. The Chief Justice  
 The Hon. The Deputy Chief Justice  
 The Hon. The Principal Judge  
 The Chief Registrar

Date: 01/03/2021



**CONSULTATIVE MEETINGS ON THE DEVELOPMENT OF THE JUDICIARY STRATEGIC PLAN V FY 2020/2021 - 2024/2025**

As you are aware, the fourth Judiciary Strategic Plan (JSP IV) FY 2016/17 - 2019/20 ended June 2020. The Judiciary is therefore required to develop a new Strategic Plan that is aligned to the objectives of the third National Development Plan (NDP III)



FY 2020/21 – 2024/25 and other national strategic direction frameworks as required by the National Planning Authority.

The Judiciary has embarked on the development of the five-year Judiciary Strategic Plan (JSP V) FY2020/21-FY2024/26. In order to make the process participatory and secure views of all Registries and Departments, the Secretariat has organized meetings to collect and discuss your input towards the development of the plan.

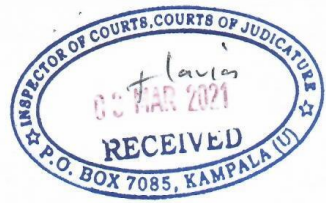
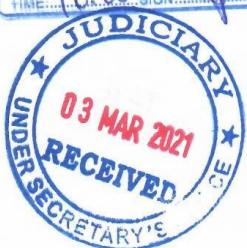
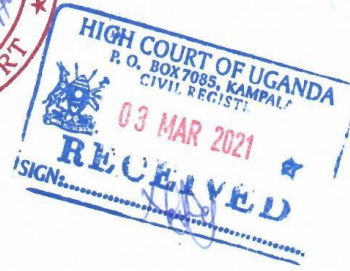
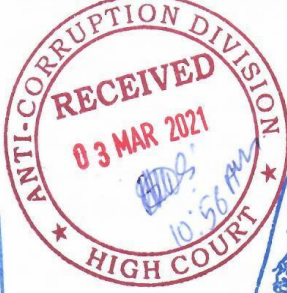
The purpose of this memo therefore is to invite you to attend the above meetings as per the attached schedule.

  
Bas Bigirimana

PERMANENT SECRETARY/SECRETARY TO THE JUDICIARY



Attachment:



**SCHEDULE OF CONSULTATIVE MEETINGS FOR THE DEVELOPMENT OF THE JUDICIARY STRATEGIC PLAN V FY 2020/21 – 2024/25**

<b>PRESENTATION AND DISCUSSION OF THE INPUTS FROM REGISTRARS AND HEADS OF DEPARTMENT/DIVISION/UNITS</b>					
<b>Group</b>	<b>Office(r)</b>	<b>Date</b>	<b>Time</b>	<b>Venue</b>	
<b>A</b>	<ol style="list-style-type: none"> <li>1. Registrar, Planning &amp; Development</li> <li>2. Registrar, Supreme Court</li> <li>3. Registrar, Court of Appeal</li> <li>4. Private Legal Secretary, Supreme Court</li> <li>5. Private Legal Secretary, Court of Appeal</li> <li>6. Personal Assistant to the Chief Registrar</li> </ol>	Thursday, 4 <sup>th</sup> March 2021	8:30AM-1:00PM	Registrar Planning, Research & Development Boardroom	
<b>B</b>	<ol style="list-style-type: none"> <li>1. Registrar, Planning &amp; Development</li> <li>2. Registrar, High Court</li> <li>3. Registrar, Commercial Division</li> <li>4. Deputy Registrar, Land Division</li> <li>5. Deputy Registrar, Family Division</li> <li>6. Deputy Registrar, Civil Division</li> <li>7. Deputy Registrar, International Crimes Division</li> <li>8. Deputy Registrar, Anti-Corruption Division</li> <li>9. Deputy Registrar Criminal Division</li> </ol>	Friday, 5 <sup>th</sup> March 2021	08:30AM-1:00PM	Registrar Planning, Research & Development Boardroom	
<b>C</b>	<ol style="list-style-type: none"> <li>1. Registrar, Planning &amp; Development</li> <li>2. Registrar, Judicial Training Institute</li> <li>3. Registrar, Inspectorate of Courts</li> <li>4. Registrar, Mediation</li> <li>5. Deputy Registrar, Magistrates Affairs &amp; Data Management</li> <li>6. Assistant Registrar, Small Claims Procedure</li> </ol>	Tuesday, 9 <sup>th</sup> March 2021	8:30 PM – 1:00PM	Registrar Planning, Research & Development Boardroom	
<b>D</b>	<ol style="list-style-type: none"> <li>1. Registrar, Planning &amp; Development</li> <li>2. Finance &amp; Administration</li> <li>3. Commissioner, Engineering &amp; Technical Services</li> <li>4. Ag. Commissioner, Human Resource</li> <li>5. Principal Information &amp; Communication Technology</li> </ol>	Wednesday, 10 <sup>th</sup> March 2021	8:30PM – 1:00PM	Court Room 3	
<b>E</b>	Consolidation of the Inputs from the Registrars and Heads of Departments by the consultant.	Thursday, 11 <sup>th</sup> March- Friday, 12 <sup>th</sup> 2021	N/A	N/A	N/A





## THE JUDICIARY

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