



# THE JUDICIARY

# ANNUAL PERFORMANCE REPORT

FY 2022/2023



**Strengthening Administration of Justice**

October 2023



# FOREWORD

In fulfilment of Section 39 (1) of the Administration of the Judiciary Act, 2020, which requires the Chief Justice to publish an Annual Performance Report of the Judiciary, I have the pleasure to present this report for the Financial Year (FY) 2022/23. It represents the Judiciary's accountability to the people of Uganda on the efforts made towards strengthening the administration of justice in the country.

The core mandate of the Judiciary entails adjudication of cases of both criminal and civil nature. The execution of this mandate, which is stipulated under Article 126 of the Constitution of the Republic of Uganda, plays a critical role in improving the legal, policy and regulatory environment. In effect, the Judiciary contributes to a conducive environment for the rule of law, which enhances economic growth, development, peace and security in Uganda.

This report presents a comprehensive overview of the Judiciary's achievements over the past year and challenges faced in the administration of justice.

Over the last two financial years, the Judiciary received an increment in its budget allocation from UGX 199.0 Bn to UGX 376.9 Bn in the FY 2021/2022, and to UGX 381.6 Bn in FY 2022/2023. The increment in the budget allocation in FY 2022/23, followed by UGX 1.65Bn supplementary budget enabled the Judiciary to implement the planned activities. This was further boosted by the cumulative provision of UGX 7 Bn from our Development Partners. These financial resources enabled the Judiciary to substantially deliver on its mandate including pursuing its innovations and further embracing modern technology in the delivery of justice. Nonetheless, there are still challenges and emerging ones that cannot be resolved with the financial resources at our disposal.

During the FY 2022/23, courts registered progress in case disposal completing 266,323 cases out of a total caseload of 422,672 cases that comprised of the 128,652 cases brought forward from FY 2021/22 and 294,020 registered in the financial year. This was commendable because, on average, the courts completed cases faster by almost 6 months (177 days) compared to FY 2021/22.





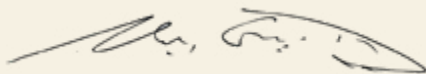
However, the challenge of backlog persisted. At the close of the financial year, the pending caseload was 156,349 cases, of which 42,960 cases were backlog since they were older than two years in the system. Even when this backlog at 27.48% was a slight reduction of 2.83% (7,632 cases) from the 30.11% registered in the last FY 2021/22, the Judiciary acknowledges the need to significantly reduce it.

We continued to strive for improvement in access to justice, enhancing the efficiency of court processes, and reducing case backlog. Our strategies in the past year included increased staffing especially judicial officers for the lower courts; operationalisation of new courts across the country; increased automation of court processes; increased use of alternative mechanisms of dispute resolution such as Plea Bargain, Small Claims Procedure and Mediation; provision of transport equipment to judicial officers for conducting locus visits and supporting supervision; increased monitoring and evaluation; and increased participation of the public through Court Open Days, among others. I am proud of our achievements so far and pledge my commitment and that of the entire leadership of the Judiciary to support every effort aimed at strengthening the administration of justice in Uganda.

I extend my appreciation to the Judiciary's stakeholders, including the Executive and Legislative Arms of Government, legal fraternity, Administration of Justice Programme institutions, Development Partners, Non-State Actors including Civil Society Organisations, the academia and the media, for their unwavering support and collaboration. Together, we will continue working towards enhancing access to justice for our people.

I am grateful to the leadership of the Judiciary for their support and cooperation throughout the financial year. In particular, I thank the Deputy Chief Justice, the Principal Judge, the Justices of the Supreme Court and Court of Appeal, the Judges of the High Court, the Permanent Secretary/Secretary to the Judiciary and the Chief Registrar. The Registrars, Heads of Departments and Units; and all the staff of the Judiciary are also appreciated for their efforts that contributed to the good performance.

FOR GOD AND MY COUNTRY



Alfonse Chigamoy Owiny – Dollo

**CHIEF JUSTICE**

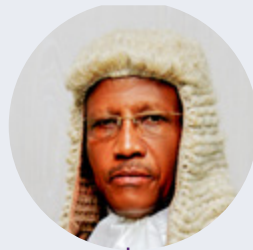


– THE JUDICIARY –  
**TOP MANAGEMENT**



Hon. JUSTICE ALFONSE CHIGAMOY OWINY - DOLLO

**Chief Justice**



Hon. JUSTICE RICHARD BUTEERA

**Deputy Chief Justice**



Hon. JUSTICE Dr. FLAVIAN ZEIJA

**Principal Judge**



Dr. PIUS BIGIRIMANA  
**Permanent Secretary/  
Secretary to the Judiciary**



HW. SARAH LANGA SIU  
**Chief Registrar**

# THE JUDICIARY



## Our Vision

Justice for all

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## Our Mission

To efficiently and effectively administer justice

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## Our 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 with 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.





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# ABBREVIATIONS

<b>AIDS</b>	Acquired Immunodeficiency Syndrome	<b>LAN/WAN</b>	Local/ Wide Area Network
<b>AJA</b>	Administration of the Judiciary Act, 2020	<b>LASPNET</b>	Legal Aid Service Providers Network
<b>ADR</b>	Alternative Dispute Resolution	<b>LDC</b>	Law Development Centre
<b>BFP</b>	Budget Framework Paper	<b>M&amp;E</b>	Monitoring and Evaluation
<b>CCAS</b>	Court Case Administration System	<b>MoFPED</b>	Ministry of Finance, Planning and Economic Development
<b>CJ</b>	The Hon. Chief Justice	<b>NBI/EGI</b>	National Backbone / E-Government Infrastructure
<b>CM</b>	Chief Magistrate	<b>NDP</b>	National Development Plan
<b>CR</b>	The Chief Registrar	<b>NITA-U</b>	National Information Technology Authority - Uganda
<b>DPP</b>	Directorate of Public Prosecutions	<b>NPA</b>	National Planning Authority
<b>ECCMIS</b>	Electronic Court Case Management Information System	<b>NTR</b>	Non-Tax Revenue
<b>FY</b>	Financial Year	<b>PET</b>	Performance Enhancement Tool
<b>GI</b>	Magistrate Grade I	<b>PJ</b>	The Honourable the Principal Judge
<b>GII</b>	Magistrate Grade II	<b>SCP</b>	Small Claims Procedure
<b>GoU</b>	Government of Uganda	<b>SDG</b>	Sustainable Development Goals
<b>HC</b>	High Court	<b>SGBV</b>	Sexual and Gender-Based Violence
<b>HIV</b>	Human Immunodeficiency Virus	<b>SOPs</b>	Standard Operating Procedures
<b>HR</b>	Human Resource	<b>SWAP</b>	Sector-Wide Approach
<b>ICT</b>	Information and Communication Technology	<b>ToT</b>	Training of Trainers
<b>IEC</b>	Information, Education and Communication	<b>UAT</b>	User Acceptance Tests
<b>IFMIS</b>	Integrated Financial Management System	<b>UGX</b>	Uganda Shillings
<b>IT</b>	Information Technology	<b>UN</b>	United Nations
<b>JSC</b>	Judicial Service Commission	<b>UNDP</b>	United Nations Development Programme
<b>JLOS</b>	Justice, Law and Order Sector	<b>UNICEF</b>	United Nations Children's Fund
<b>JTI</b>	Judicial Training Institute	<b>UNFPA</b>	United Nations Population Fund

# GLOSSARY

**i. Average**

Average /Mean is a measure of central tendency, and what value is “typical” across a set of data. The mean is calculated by dividing the sum of a data set by the number of items in the set.

**ii. Caseload**

This is the sum of cases brought forward and cases registered within a specific period of time.

**iii. Caseload Profile**

This is the description of the number of cases handled by a Court or a Judicial Officer. In this report, the number of cases handled by a Court or Judicial Officer have been described primarily by the number of cases brought forward, number of cases registered, number of cases disposed of /completed and the number of pending cases. Other attributes of the caseload profile may include the disposal rate and clearance rate.

**iv. Clearance Rate of Cases**

This is the percentage of the number of completed cases against the number of cases registered within a specific period of time. It is calculated by dividing the total number of completed cases by number of cases registered multiplied by 100%.

**v. Disposal rate of cases**

This is the percentage of the number of completed cases against the caseload within a specific period of time. It is calculated by dividing the total number of completed cases by the caseload multiplied by 100%.

**vi. Lead time**

This is the amount of time (in days) from the start of a case until its conclusion. It is calculated the date of completion of a case from the date of its registration.

**vii. Pending Caseload**

This is the number of uncompleted cases at a Court or in an individual docket of a Judicial Officer as at the end of a given a period.

**viii. Percentage of backlog cases**

These are pending cases that have exceeded 2 years in the Court System before completion as measured against the total number of pending cases as of the same date. It is computed by dividing the number of backlog cases by the total number of pending cases multiplied by 100%.



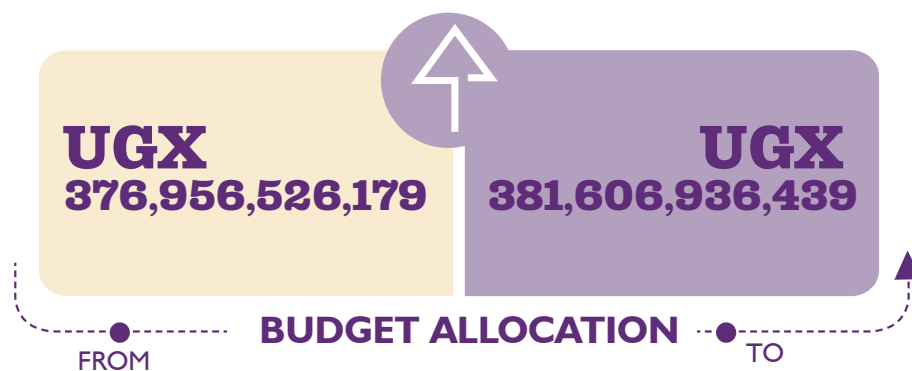
# EXECUTIVE SUMMARY

## 1.0 Budget allocation

Over the last three Financial Years, the Judiciary received an increment in its budget allocation from 199.0 Bn for FY2020/21 to UGX 376.9 Bn for the FY 2021/2022 and to UGX 381.6 Bn for the FY 2022/2023.

During the budget execution, a supplementary budget of UGX 1.6 Bn was received leading to a revised budget of UGX 383.2 Bn.

The Judiciary also received a cumulative release of UGX 7 Bn from Development Partners to support key activities of interest such as GBV sessions, capacity building, ADR and Court Open Days, among others.



**+** UGX  
1,653,000,000  
SUPPLEMENTARY

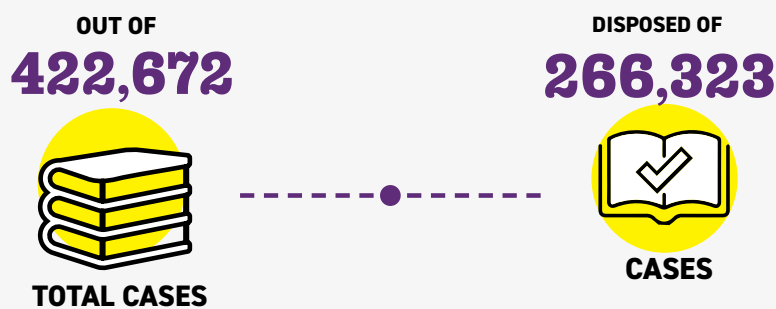
**→** UGX  
383,259,936,439.  
REVISED BUDGET

## 2.0 Non-Tax Revenue collections

The Judiciary collected UGX 16,029,218,986 of which UGX 9,829,851,321 was Non-Tax Revenue (NTR) remitted to the Consolidated Fund and the balance of UGX 6,199,367,665 was from bail deposits. The NTR collected represents an increase of 42% from the previous year's collections.

## 3.0 Case disposal

During the FY 2022/23, courts completed 266,323 cases out of a total caseload of 422,672 cases. The case load comprised of 128,652 cases brought forward from FY 2021/22 and 294,020 cases of the freshly registered cases in FY 2022/23. The courts, on average, completed cases faster by almost 6 months (177 days) compared to FY 2021/22.



## 4.0 Case backlog management

Overall, courts closed the financial year with a pending case load of 156,349 cases, of which 42,960 cases were backlog. This accounted for 27.48% of cases as backlog from 32% in FY 2020/21 which translates into 4.52% reduction in case backlog.

The age of uncompleted cases in the courts has declined over the last 3 financial years, with only 14.25% of uncompleted cases ageing 5 years and older as at the end of June 2023, compared to 16.73% as at the end of June 2022.

The good performance in case disposal has contributed to the reduction in case backlog. This has been achieved through various initiatives put in place to speed up the completion of cases. These include:

**a) Plea Bargaining Programme**

A total of 2,857 cases were completed through plea bargaining at the High Court level, while 1,160 cases were completed through the day-to-day hearing of cases and 1,697 cases through Plea Bargaining Camps. A total of 2,389 other cases were completed through Plea Bargaining Camps in the various Magisterial Areas. This reflects an 88.12% clearance rate with an average lead time of less than one day.



**TOTAL CASES COMPLETED THROUGH PLEA BARGAIN AT HIGH COURT LEVEL**



**TOTAL CASES COMPLETED THROUGH DAY-TO-DAY HEARING**



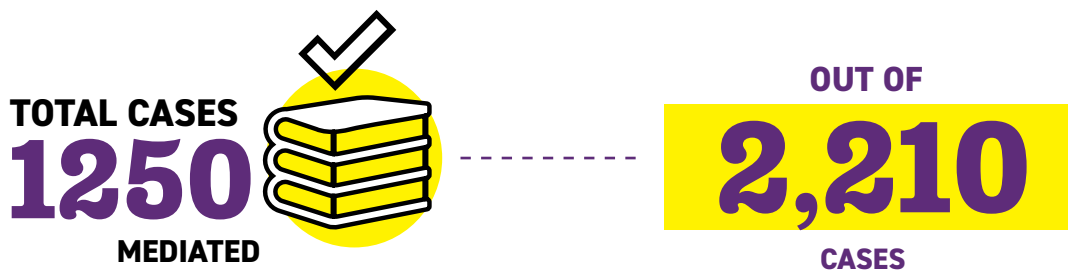
**TOTAL CASES COMPLETED THROUGH PLEA BARGAINING CAMPS**

**b) Small Claims Procedure (SCP)**

Currently SCP is rolled out in 178 courts across the country. The increase in the number of SCP courts and the growing number of cases registered reflects a largely user-friendly and demand-driven initiative. A total number of 22,092 cases were completed through SCP recovering claims of the total value of UGX 16.4 Bn as compared to UGX 11.1 Bn recovered in FY2020/21.

**c) Mediation**

A total of 1,250 cases were mediated to conclusion out of the 2,210 cases enrolled under the mediation scheme.



## **d) Daily hearing of cases under the Criminal Division**

There was a reduction in the average lead times by 250 days, from the 863 days recorded in the 7 months prior to the start of the Pilot Project, to 613 days recorded in the last 7 months of FY 2022/23.

## **5.0 Recruitments and Promotions**

The Judiciary received a total of 327 personnel (87 Judicial Officers and 240 Administrative Staff). Of these 141 were male and 186 were female.

## **6.0 Operationalisation of six High Court Circuits**

New High Court Circuits at Luwero, Iganga, Tororo, Rukungiri, Moroto and Hoima were officially launched bringing the total number of High Court Circuits to twenty (20).

## **7.0 Strengthening the Legal and Regulatory Framework**

The following laws were being reviewed to enhance efficiency in the administration of justice and delivery of Judiciary services:

- a) The Judicature (Amendment) Bill, 2023:
- b) The Judicature (Court Fees) Rules, 2023:
- c) The Magistrates Courts (Amendment) Bill, 2023
- d) The Judicature (Management of Exhibits) (Practice) Directions, 2023
- e) The Judicature (Court of Appeal) (Amendment) Rules, 2023
- f) The Judicature (Supreme Court) (Amendment) Rules, 2023
- g) The Judicature (Cases of Persons with Disabilities), Rules, 2023
- h) The Judicature (Electronic Filing, Service and Virtual Proceedings) Rules, 2023
- i) The Constitution (High Court Environment and Infrastructure Division) (Practice) Directions, 2023:
- j) The Administration of the Judiciary (Judicial Training Institute) Regulations, 2023
- k) The Administration of the Judiciary (Judiciary Service) Regulations, 2023

## **8.0 Improved court infrastructure**

With support from GoU, the Judiciary was able to construct and maintain some of its buildings. The Judiciary made significant progress as follows:

- (i) The Supreme Court and Court of Appeal buildings are in final stages of completion;
- (ii) Soroti High Court is at second-floor walling;
- (iii) Rukungiri High Court is at the plastering stage;
- (iv) Tororo High Court is pending approval from the Solicitor General;
- (v) Alebtong CM Court is at the roofing and finishing stage;

- (vi) Lyantonde CM Court is at the plastering and fitting of windows stage;
- (vii) Budaka CM Court is at the painting stage, tiling and external works;
- (viii) Abim G I Court Block A is at the roofing stage while Block B is at the substructure level;
- (ix) Karenga G I Court is at the roofing stage;
- (x) Patongo is at the finishing stage with painting and tiling works ongoing;
- (xi) The rehabilitation of Nabilatuk G I Court is ongoing at painting stage; and
- (xii) The extension of Moroto CM Court is at painting stage.

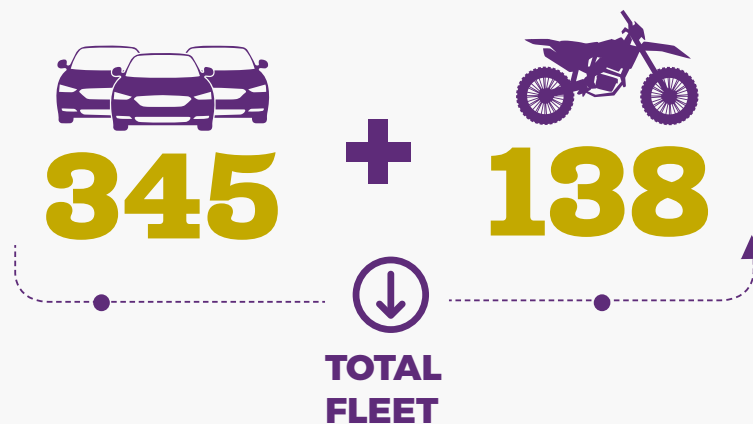
The proportion of districts with a complete administration of Justice service delivery point improved from 79.5% in FY 2021/22 to 85.25% in FY 2022/23.

## 9.0 Renovations of court buildings

The following courts were renovated: Tororo CM, Soroti CM, Kamuli CM, Otuke G I, Kalongo G I and Nakawa CM courts, Gulu High Court and CM court, Mbale High Court and Chief Magistrate court, Pader CM Court, Katakwi CM Court and Commercial Court.

## 10.0 Provision of more Transport equipment

The Judiciary maintained a fleet of 345 vehicles and 138 motorcycles. Furthermore, a total of 47 vehicles were procured for Justices of the Supreme Court (5); Justice of the Court of Appeal (1); High Court Judges (31); Deputy/Assistant Registrars (10); and 4 vehicles were earmarked for locus quo visits and field supervision. In addition, 52 motorcycles were procured to facilitate process service at courts.





## 11.0 Automation of court processes

- a) The Electronic Court Case Management Information System (ECCMIS)  
The ECCMIS was successfully rolled out to the Supreme Court, Court of Appeal, High Court Divisions of; Anti-Corruption, Land, Civil and Commercial, Luwero High Court Circuit and Mengo Chief Magistrates Court. ECCMIS is now fully operational in 8 courts.
- b) Video Conferencing Systems  
The Judiciary installed 2 sets of Video Conferencing Systems at the Court of Appeal/ Constitutional Court as well as the High Court Criminal Division bringing the total number to 19 courts with video conferencing systems.
- c) Digital Court Recording and Transcription systems  
Five sets of Court Recording and Transcription Systems were procured and installed at the Supreme Court (2nd Court Room) and the High Court Circuits of Tororo, Luwero, Hoima, Moroto, and Iganga bringing the total number to 38 courts with court recording systems.

## GENERAL CHALLENGES

1. The premises housing the Supreme Court were closed due to safety concerns causing inconveniences.
2. Increasing caseload. The number of newly registered cases in the courts has consistently increased, indicating a need for strategic interventions to address the growing demand for Judiciary services.
3. Key justice service agencies like the Office of the Director of Public Prosecutions (ODPP), Uganda Police Force, Judicial Service Commission, Office of the Attorney General and Industrial Court face human resource gaps and lack of tools, hindering the delivery of justice.
4. The absence of remand homes has resulted in delays in the disposal of juvenile cases. The high transport costs of taking juvenile offenders to the courts have inevitably caused congestion in the few remand homes.

## PRIORITIES FOR FY 2023/24

### I. Reforms in the Law

- a) Amend the Magistrates Courts Act to enhance the civil jurisdiction of Magistrates Courts so that they are empowered to handle disputes of an enhanced value consistent with the current economic trends and inflationary levels in the country.  
This will help fight case backlog and delays in delivery of justice.
- b) Revise the Magisterial Areas Instrument of 2017 to establish Chief Magistrates Courts at every district and Magistrate Grade One Courts at every county/constituency in Uganda, in order to bring Judiciary services nearer to the people.
- c) Review the High Court Circuits Instrument 2016 to increase the number of High Court Circuits across the regions. This will give rise to the creation of new High Court Circuits at Nebbi, Kitgum, Apac, Kumi, Rakai, Bushenyi, Kasese Kitgum, Kiboga, Pallisa and other deserving places, in order to alleviate the severe inhibitions to access to High Court services in those areas.

## 2. Promotion of Alternative Dispute Resolution Mechanisms

The Judiciary plans to enhance ADR interventions across the country, through:

- (a) Rolling out Small Claims Procedure to 36 additional Magistrates Courts,
- (b) Holding Plea-bargaining sessions at the Criminal Division, 20 High Court Circuits and selected Chief Magistrate Courts,
- (c) Promoting appellate mediation, and
- (d) Training and accrediting of 160 mediators to support the application of mediation in dispute resolution.

## 3. Construction of more Court buildings

The Judiciary plans to:

- (a) Complete Supreme Court and Court of Appeal buildings
- (b) Complete the construction of Soroti and Rukungiri High Court buildings
- (c) Complete the construction of Alebtong, Budaka and Lyantonde Chief Magistrate Court buildings
- (d) Complete the construction of Abim, Patongo and Karenga Magistrate Grade I Court buildings
- (e) Start the construction of Tororo High Court building (Phase I)

## 4. Renovation of more Court buildings

The Judiciary plans to renovate:

- (a) 3 High Courts circuits of Mbarara, Fort Portal and Jinja.
- (b) 3 Chief Magistrate Courts of Entebbe, Nabweru and Kapchorwa.
- (c) 4 Magistrate Grade One Courts of Amuru, Aduku, Ngora and Apala.

## 5. Procurement of more Transport Equipment

In an effort to improve security for Judicial Officers and facilitate locus visits and inspections, the Judiciary plans to acquire vehicles for specified officers (Justices and Judges), Registrars and Magistrates as follows:

- a) 60 vehicles will be procured for Judicial Officers (Justices of the Supreme Court (3), Judges of the High Court (20), Registrars (4), Chief Magistrates (16) and Magistrates Grade I (17),
- b) 5 vehicles will be procured for field supervision
- c) 1 Minibus (14 Seater) will be acquired for cross-cutting services.
- d) 1 boat will be procured for Courts in island areas of Buvuma and Kalangala; and
- e) 85 motorcycles will be procured for Process Service.

## **6. Automation of Courts**

The Judiciary will continue to foster the use of ICT in adjudication of cases. Specifically, this will be done through:

- (a) Rolling out ECCMIS to Cluster Two Courts: Criminal Division, International Crimes Division, Buganda Road CM Court, and Standards, Utilities and Wildlife CM Court.
- (b) Rolling out ECCMIS to additional six (6) courts of Jinja High Court, Jinja Chief Magistrate Court, Kamuli Chief Magistrate Court, Bugembe Magistrate Grade I Court; Kakira Magistrate Grade I Court and Kagoma Magistrate Grade I Court.
- (c) Digitization of Court files for 2 ECCMIS Court Stations - Supreme Court and Court of Appeal.
- (d) Development of the Judiciary Judgement Writing Tool.

## **7. Alternative sources of power for courts**

Courts in remote areas face frequent load-shedding which interrupts Court operations and ultimately affects the quality of service delivery. The Judiciary will procure and install solar systems in 10 Courts of Kiruhura, Butambala, Budaka, Patongo, Pader, Mayuge, Karenga, Kiryandongo, Nabilatuk, and Napak to alleviate power shortage.

## **8. Provision of Furniture for Courts**

Some Magistrates Courts lack sufficient furniture in the Court halls which has forced them to borrow furniture from Local Government Councils to operate. The Judiciary plans to procure more furniture for 12 new Justices, 27 Courts and the Judicial Training Institute.

## **9. Acquisition of land for construction of Courts**

The Judiciary plans to process and acquire 40 land titles in areas earmarked for the construction of Court buildings across the country.

## **10. Establishment of the Performance Management System**

Section 18 of the AJA 2020, provides for the establishment of a Performance Management System within the Judiciary to ensure institutional and individual accountability. The Judiciary will complete the development of a Case Weighting Scheme whose primary goal is to develop a valid measure of judicial work across the courts in Uganda, by taking into account variations in complexity among different case types as well as the differences in non-case-related responsibilities of Justices, Judges, Registrars and Magistrates.

## **11. Development and implementation of the Judgment Writing Tool**

The Judiciary has embarked on developing a Judgment Writing Tool that will have access to the different laws and authorities with a designed easy-to-use template. It is expected to contribute to the efficient and effective reduction of case backlog by lessening the time it would take Judicial officers to write their judgments and rulings.



# 01

## BACKGROUND

Under Section 39(1) of the Administration of the Judiciary Act, 2020 (AJA) the Chief Justice is required to publish an Annual Performance Report concerning all activities of the Judiciary during the Financial Year (FY). This report provides information on the state of the Judiciary in the country. The strategic objectives, interventions, outputs, indicators and associated targets set out in the Judiciary Strategic Plan V (FY 2020/21 – FY 2024/25) are used as the framework for the analysis of the performance.



## 1.1 Regulatory framework governing the Judiciary

### 1.1.1 The Constitution of the Republic of Uganda

The core mandate of the Judiciary is the adjudication of cases which is performed by judicial officers of both the superior courts and the lower bench and supported by the administrative staff of various 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;
  - 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 and provides that “in the exercise of judicial power, the courts shall be independent and shall not be subject to the control or direction of any person or authority”. The Uganda Judicial Code of Conduct, 2003 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. Judicial officers are public servants within the meaning of Articles 257(2) and 151 of the Constitution and are therefore accountable to the people they serve from whom judicial power is derived.

### 1.1.2 The Administration of the Judiciary Act, 2020

The Administration of the Judiciary Act (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: 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; to establish a Judiciary Service within the Judiciary; to strengthen the independence of the Judiciary by streamlining the provision and management of funds for the Judiciary and by establishing structures within the Judiciary to improve the performance of the Judiciary; to provide for retirement benefits of judicial officers and related matters. Successful implementation of the AJA requires the review and development of policies and regulations; cooperation of all the stakeholders; and sufficient resource allocation to the Judiciary.

### 1.1.3 The Judicature Act, Cap. 13

The Judicature Act, Cap. 13 among others, establishes the Superior Courts of Judicature of Uganda and spells out the respective composition and jurisdiction of the Supreme Court, the Court of Appeal and the High Court. It also outlines the origin of Appellate Jurisdiction of the respective courts in both criminal and civil matters; spells out the administrative power and function of each court and also provides for prerogative remedies that can be issued by the High Court. The Act also establishes the Rules Committee responsible, inter alia, for making the rules of procedure for courts.



In addition to the above, the Judiciary is guided by the following and other legislations:

### 1.1.4 Other Legislations and Regulations

- i. The Magistrates Courts Act, Cap 16
- ii. The Public Finance Management Act, 2015
- iii. The Judicial Service Act, Cap 14
- iv. The Employment Act, 2006
- v. The Uganda Code of Judicial Conduct, 2003
- vi. The Public Procurement and Disposal of Public Assets Act, 2003
- vii. The Leadership Code Act, 2002
- viii. The Judicial Service Commission, Regulations S.I 87/2005
- ix. The Judicial Service Commission, (Complaints and Disciplinary Proceedings) Regulations SI. 88/2005
- x. The Uganda Public Service Standing Orders 2021
- xi. Treasury Instructions, 2017

## 1.2 Policy context

Access to justice is a basic principle of the rule of law and the United Nations Declaration of the High-Level Meeting on the Rule of Law (2012) emphasises 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.

The Sustainable Development Goal (SDG) 16 recognises the need to build peaceful, just and inclusive societies that provide equal access to justice and strong institutions. Similarly, Aspiration 3 of Agenda 2063 and Pillar 3.6 of the East African Community Vision 2050, also advocate for justice and the rule of law.

The Uganda Vision 2040 identifies the 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.

The National Development Plan (NDP) III recognises good governance as the panacea for 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 the adjudication of cases should be handled in a judicious, impartial and expeditious manner to raise the confidence of citizens and investors in the rule of law and justice system for national development.

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. Timely intervention, for instance, and enforcement of property rights, as well as the effective resolution of disputes arising from commercial transactions, all serve to strengthen investors' confidence to invest in the country.

## 1.3 The Hierarchy and Structure of the 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/Constitutional Court;
- c) the High Court of Uganda; and
- d) such subordinate Courts as Parliament may by law establish, including Qhadis 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 including Magistrates Courts, 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 it 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 ten justices. A Coram is formed by five justices when hearing civil and criminal appeals but when hearing appeals from decisions of the Constitutional Court, a bench of seven justices form a Coram. Administratively the Supreme Court is headed by the CJ who chairs the Coram and in his/her absence the most senior justice in the Coram chairs.

### 1.3.2 Court of Appeal / Constitutional Court

The Court Appeal is established under Articles 134 - 137 of the Constitution of Uganda. It is an intermediary between the Supreme Court and the High 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 Coram of three justices of Appeal, 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 of

Appeal may, by way of reference, have the matter determined by a bench of three justices of Appeal, which may confirm, vary or reverse the 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.

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 of not 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 Coram 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.

### 1.3.3 The High Court

The High Court of Uganda was 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.

This means that it can determine any case of any value or try any criminal offence arising within Uganda. Appeals from Chief Magistrates Courts, Magistrate Grade I Courts and some administrative tribunals go to the High Court. The High Court also has supervisory powers over Magistrates Courts and Local Council Courts

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

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 a higher number of judges as may be prescribed by Parliament. At present, the approved structure of the High Court 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.

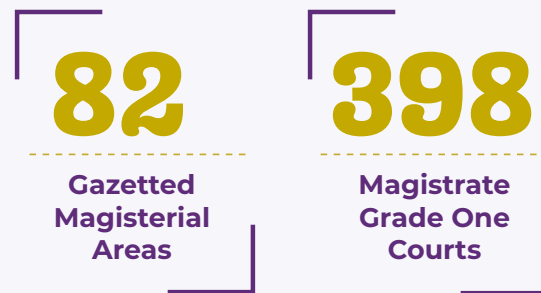
To ease access to justice, the High Court has been decentralised into Divisions and Circuits, spread across the country.

The High Court currently has seven Divisions: The Civil Division, the Commercial Division, the Family Division, the Land Division, the Anti-Corruption Division, the International Crimes Division and the Criminal Division. It also has 20 High Court Circuits across the country, in the districts of Masaka, Mbarara, Fort Portal, Masindi, Arua, Gulu, Lira, Soroti, Mbale, Jinja, Kabale, Mukono, Mpigi, Mubende, Moroto, Tororo, Iganga, Rukungiri, Luwero and Hoima.

### 1.3.4 The Magistrates Courts

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 I.

There are three levels of Magistrates Courts: Chief Magistrate, Magistrates Grade I and Magistrates Grade II. Presently there are 82 gazetted Magisterial Areas with 398 Magistrate Grade I Courts. Some of these Courts are not yet operational due to infrastructure and human resource gaps.



The Magisterial Areas are administered by Chief Magistrates who have general powers of supervision over all Magistrates Courts and Local Council Courts within their areas of jurisdiction. Chief Magistrates Courts also determine appeals from Local Council Courts, Magistrates Grade II Courts and Family and Children Courts. Appeals from decisions of the Chief Magistrates and Magistrates Grade I are determined by the High Court.

In addition to the above, the Judiciary is guided by the following and other legislations:

- i. The Magistrates Courts Act, Cap 16
- ii. The Public Finance Management Act, 2015
- iii. The Judicial Service Act, Cap 14
- iv. The Employment Act, 2006
- v. The Uganda Code of Judicial Conduct, 2003
- vi. The Public Procurement and Disposal of Public Assets Act, 2003
- vii. The Leadership Code Act, 2002
- viii. The Judicial Service Commission, Regulations S.I 87/2005
- ix. The Judicial Service Commission, (Complaints and Disciplinary Proceedings) Regulations SI. 88/2005
- x. The Uganda Public Service Standing Orders 2021
- xi. Treasury Instructions, 2017

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

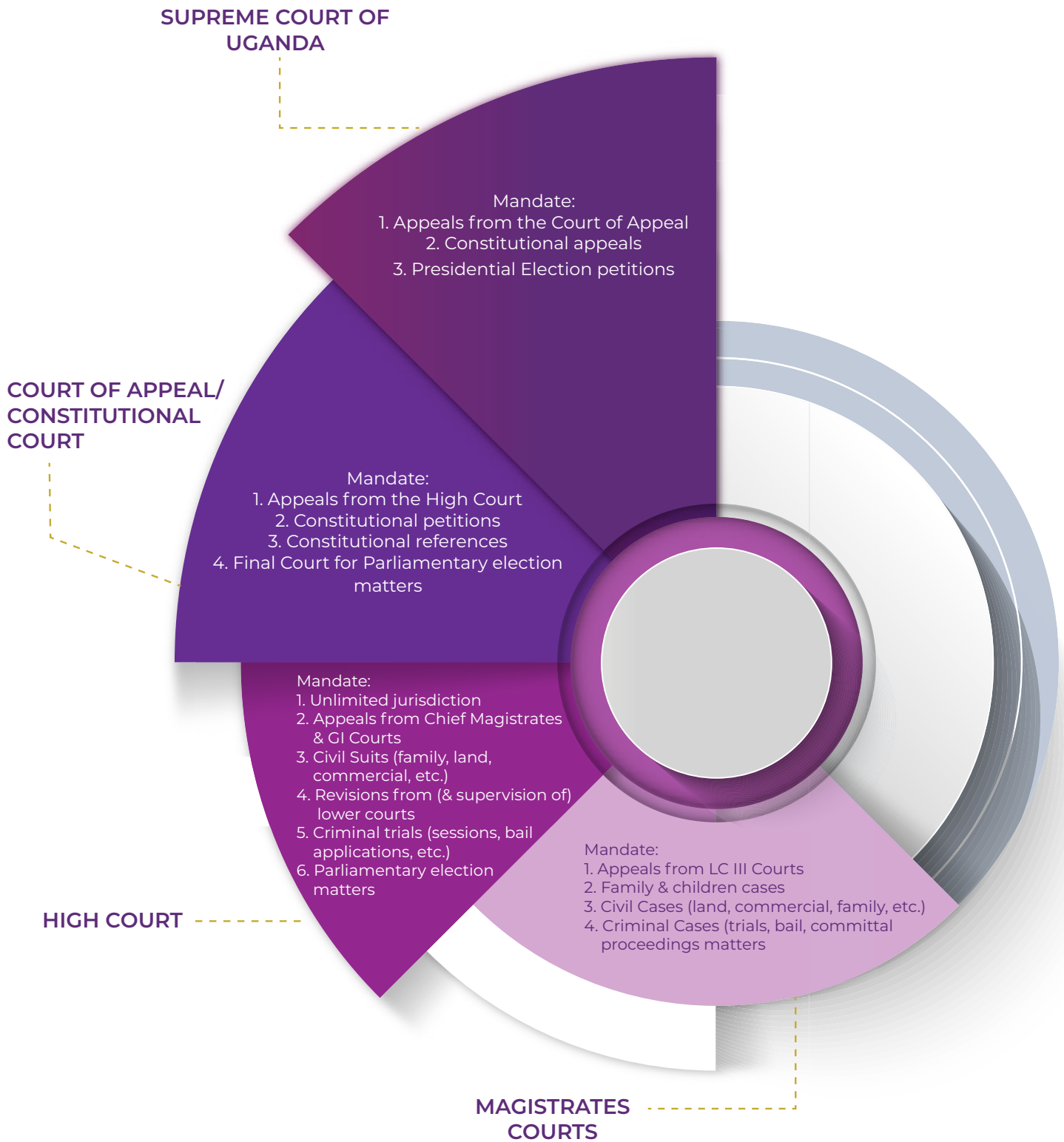
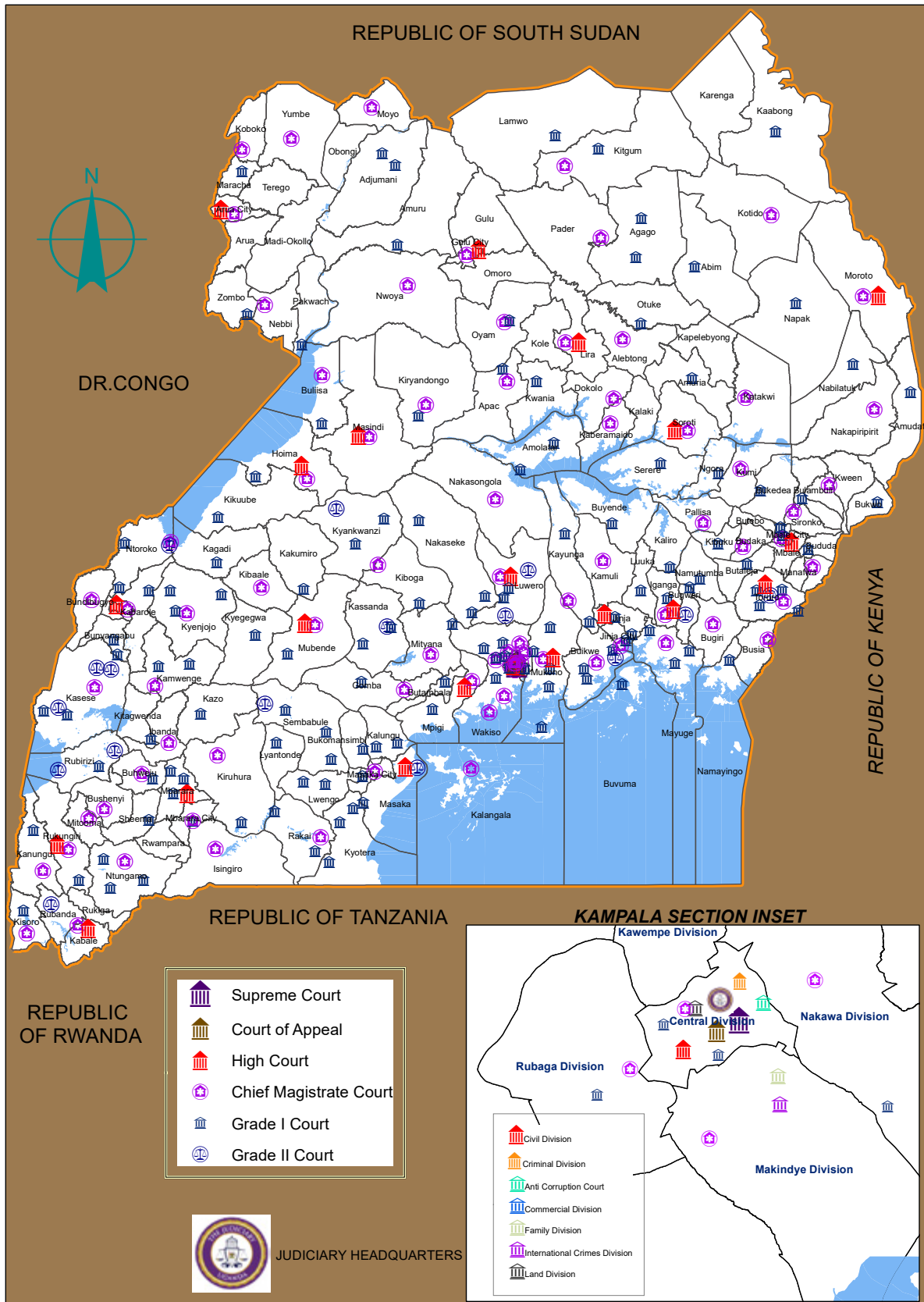


Figure 2: Map showing the location of Courts of Judicature in Uganda









# 02

## ADMINISTRATION OF THE JUDICIARY

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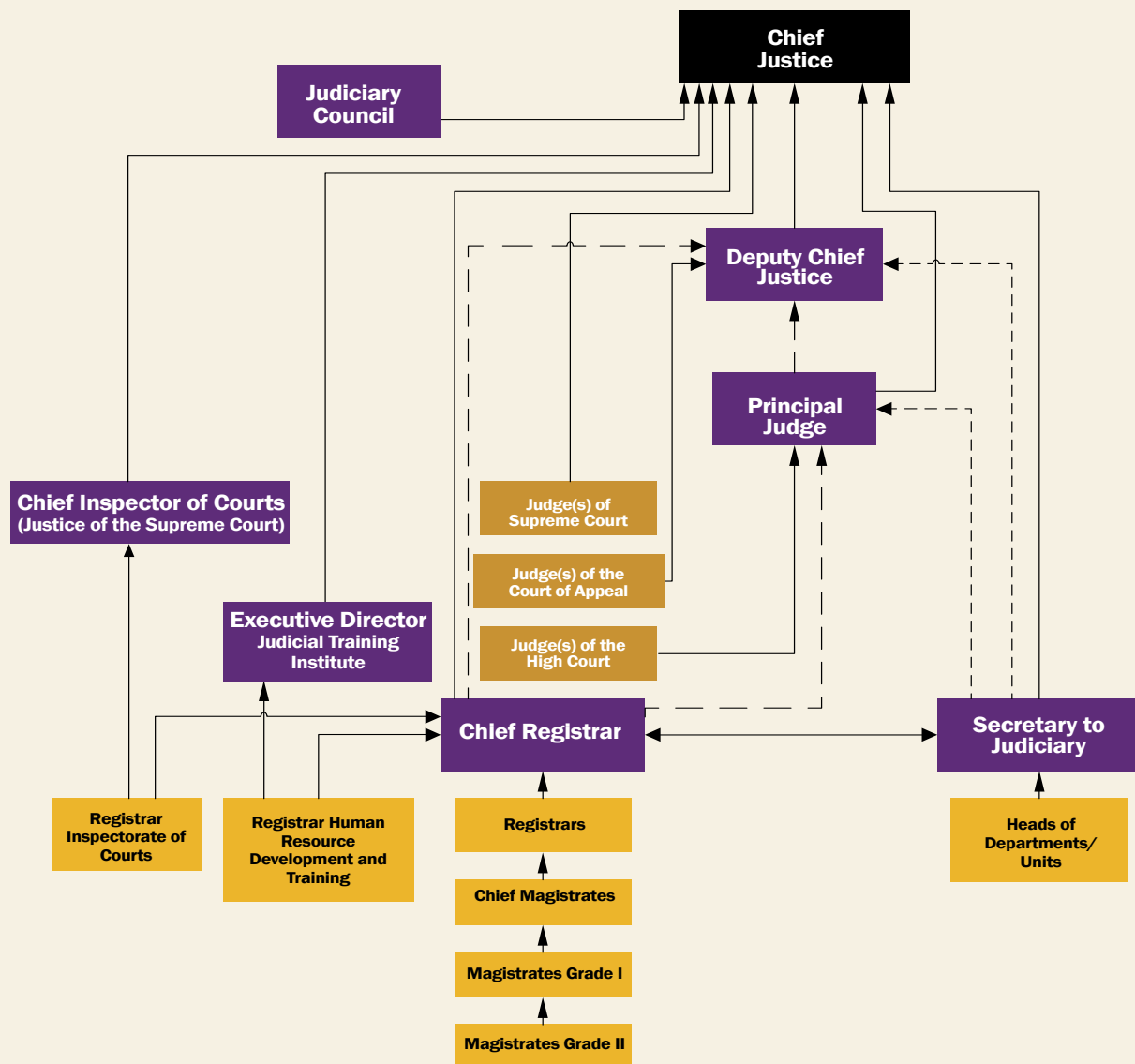




The Administration of the Judiciary Act, 2020, establishes the key administrative structures and organs of the Judiciary and also spells out their functions and mandate. They include: the Chief Justice (CJ) as the head of the Judiciary; the Judiciary Council, which advises the CJ on the administration of the Judiciary; the Deputy Chief Justice (DCJ) as the head of the Court of Appeal; the Principal Judge as the head of

the High Court; the Secretary to the Judiciary, who shoulders the day-to-day administration and is also the accounting officer; and the Chief Registrar, who is the judicial technical head. The Inspectorate of Courts handles inspection, complaints and disciplinary issues, while the Judicial Training Institute handles the improvement of human capital and law reporting within the Judiciary.

**Figure 3: Judiciary Administration Structure**



## 2.1 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. The CJ provides the link between the Judiciary and other Arms of the government while exercising general direction and control over the Judiciary. In the performance of the functions of the office, the CJ is assisted by the Deputy Chief Justice (DCJ) and the Principal Judge (P).

The CJ has the authority to issue orders and directions to the courts necessary for the proper and efficient administration of justice; to assign work of higher status or jurisdiction to any judicial officer other than judges for a specified period; 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.

## 2.2 The Deputy Chief Justice

The DCJ assists the CJ and is the head of the Court of Appeal, in which capacity he/she assists the CJ in its administration. In addition, the deputy performs such other functions as may be delegated or assigned by the CJ.

## 2.3 The Principal Judge

The Principal Judge (PJ) is the head of the High Court, in which capacity, he/she 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 justices and judges are appointed to serve on some committees within and outside of the Judiciary. In this way, they influence administrative policies and decisions at those levels for the good of the Judiciary and other stakeholders. Some of the committees are: The Bar-Bench Committee, the Governing Council of the Judicial Training Institute, the Disciplinary Committee, the Law Reform Committee and the Rules Committee among others.

## 2.4 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 JLOS 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 further mandates the Council to advise the CJ on policies for planning and development of the Judiciary; ethics and integrity within; ways and means of securing adequate funding; matters relating to personnel or staff development and welfare; improvement of the administration of justice; policies for continuous monitoring and evaluation; and any other matter relating to the administration or operation of the Judiciary.

## 2.5 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:

The 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.

The functions of the committees are spelt out under Section 7 of the AJA as follows:



- i. The Committee on Planning, Development and Finance is responsible for the initiation, coordination and implementation of judicial policies, strategic plans, programmes and projects including research, budgeting, allocation and utilisation of resources; and discussing the approved budgets, allocating resources, ensuring proper maintenance of movable and immovable assets and monitoring investment plans of the Judiciary.
- ii. The Committee on Human Capital Development, Gender and Equity Mainstreaming is responsible for advising the Council on the terms and conditions of service; training and development of staff; mainstreaming gender, and handling corporate and public relations/affairs and outreach programmes within the Judiciary.
- iii. The Committee on Information, Communication Technology and Documentation is responsible for library information services, internal law reporting and information technology in the Judiciary.

## 2.6 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 with a team of Registrars (inspectors) and other administrative staff.

The functions of the inspectorate are to: Receive and process complaints against any staff of the Judiciary; investigate cases of mal-administration of justice; examine and take custody of any judicial administration records necessary for its investigations; recommend appropriate remedial action to correct cases of mal-administration in the Judiciary; interface with and sensitise stakeholders and the public on the administration

of justice; enforce the Judicial Code of Conduct and Public Service Code of Conduct in the Judiciary and produce quarterly inspection reports for submission to the CJ.

## 2.7 The Secretary to the Judiciary

The Secretary to the Judiciary is appointed under Article 174 of the Constitution and Section 17 of the AJA. Accordingly, he/she is responsible for the organisation of the Judiciary; advising the CJ on the administration of the Judiciary; implementing policies of Government; implementing the administrative activities in the Judiciary Strategic Plan; the expenditure of public funds by or in connection with the Judiciary subject to Article 164 of the Constitution; and 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 department of finance and administration, engineering and technical services, human resource management, information and communication technology, as well as policy and planning. The procurement and disposal unit and the internal audit unit are independent, reporting directly to the Secretary to the Judiciary who is the accounting officer.

## 2.8 The Chief Registrar

The Chief Registrar position 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: Performing judicial functions vested in him/her under the law; giving effect to policies and directions of the CJ, DCJ and PJ; effectively overseeing judicial operations of all courts of judicature; monitoring and enhancing the quality of services and official procedures; communicating with Government and the public on matters relating to the Judiciary and any other

matters of Government interest; implementing the judicial activities in the Judiciary Strategic Plan; assisting the CJ, the DCJ and the PJ in facilitation and supervision of the courts; linking the Judiciary and the Judicial Service Commission on appointments, promotions and disciplinary matters relating to Registrars and Magistrates; and any other matter assigned to him/her by the CJ, DCJ or PJ. In accordance with Section 15 (2) (a) of AJA, the office also exercises 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 AJA. They are deployed at 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.

## **2.9 The Judicial Training Institute**

The Judicial Training Institute (JTI) was established under Section 19 of the AJA to provide specialised and continuous education to the Judiciary Service. It is also mandated to provide training to any other person or institution approved by the Executive Director of the institute.



# 03

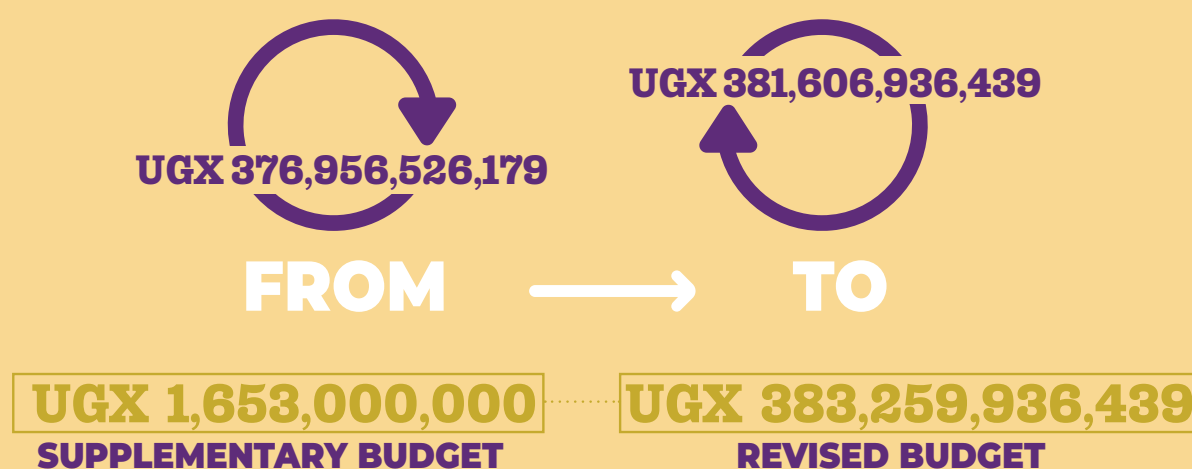
## FINANCIAL PERFORMANCE

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This section provides information on the management of finances during the financial year. This includes the approved budget estimates and expenditure analysis. The section also presents revenue and deposits from courts.

### 3.1 Government of Uganda funding for FY 2022/23

The Judiciary received an increment in its budget allocation from UGX 376,956,526,179 for the FY 2021/2022 to UGX 381,606,936,439 for the FY 2022/2023. During budget execution, a supplementary budget of UGX 1,653,000,000 was received leading to a revised budget of UGX 383,259,936,439. The budget performance is shown in Table I below.



**Table I: Overview of Release and Expenditures (Uganda Shillings)**

Category	Approved Budget	Revised Budget	Released Budget	Expenditure	% Budget spent	Absorption Rate (%)
Wage	108,766,965,040	99,917,606,620	99,917,606,620	77,384,411,308	71%	77.4%
Non-Wage	209,830,471,399	219,493,983,907	219,493,983,905	217,507,912,489	103.7%	99.1%
Development	63,009,500,000	64,662,500,000	53,967,589,786	53,519,119,233	85%	99.2%
<b>Total</b>	<b>381,606,936,439</b>	<b>384,074,090,527</b>	<b>373,379,180,311</b>	<b>348,411,443,030</b>	<b>91%</b>	<b>93.3%</b>

Out of the Released Budget of UGX 373,379,180,311, a total of UGX 348,411,443,030 was spent reflecting a 93.3% absorption rate. The non-absorption of 6.7% comprised a wage budget of UGX 22,581,379,096 arising from non-approval of wage enhancement for administrative staff.

### 3.2 Funding from Development Partners

The Judiciary received a cumulative release of UGX 7,014,654,241 from Development Partners, as shown in Table 2 below:

**Table 2: Funding from Development Partners for FY2022/23**

Source of funding	Project	Area of Focus	Release (UGX)
EU	SUPREME	Refugee hosting districts in Northern Uganda	2,712,670,962
UNFPA	SGBV Special Sessions	SGBV sessions conducted in Gulu, Kitgum, Omoro, Tororo, Kamwenge, Pader and Lwengo	769,420,000
UNDP	SEPU	Training, outreach and video conferencing	913,988,279
IDLO		Capacity building; support to Plea Bargaining, Small Claims Procedure, Refugee sessions, Family Division counselling sessions, monitoring case backlog, SGBV sessions, court open days	2,618,575,000
<b>Total</b>			<b>7,014,654,241</b>

### 3.3 Other Development Partners' support

The Judiciary also received support from other development partners in the areas of capacity building and these were:

- a) World Bank for land justice
- b) Natural Resource Conservation (NRCN)
- c) Human Trafficking Institute & Hope for Justice
- d) Austrian Development Agency & UN Women
- e) Green Watch



### 3.4 Non-Tax Revenue collections

The Judiciary collected UGX 16,029,218,986 of which UGX 9,829,851,321 was Non-Tax Revenue (NTR) remitted to the Consolidated Fund and the balance of UGX 6,199,367,665 from bail deposits. The NTR collected represents an increase of 42% from the previous year's collections as shown in Table 3 below.

**Table 3: Comparison of Non-Tax Revenue (NTR) Collection between FY2021/22 and FY2022/23**

S/n	Category	Collections as at 30 June 2022 (UGX)	Collections as at 30 June 2023(UGX)	Percentage (%) Change of NTR Collections
1	Administrative fees and licenses	2,916,751,912	3,661,877,136	20.3%
2	Court fines and Penalties	2,478,430,245	6,066,368,486	59.1%
3	Other fees	-	76,153,770	undefined
4	Miscellaneous Revenues	172,139,830	25,451,929	-576%
<b>Total NTR</b>		<b>5,696,712,467</b>	<b>9,829,851,321</b>	<b>42.0%</b>
1	Bail deposits (Refundable)	4,207,851,664	6,199,367,665	32.1%
<b>Total Bail deposits</b>		<b>4,207,851,664</b>	<b>6,199,367,665</b>	<b>32.1%</b>
<b>Total Collections</b>		<b>9,904,564,131</b>	<b>16,029,218,986</b>	

The increment in the NTR collections was attributed to the rollout of ECCMIS and the operationalisation of new courts.



# 04

## KEY OUTCOME INDICATORS

This section presents the performance of the Judiciary at outcome level, as indicated in Table 4 below against the outcomes detailed in the Judiciary Strategic Plan (JSPV).

**Table 4: Final outcomes performance**

Outcomes	Indicators	Baselines	Targets	Performance	Targets	Performance	Comments
		FY 2019/20	FY 2021/22	FY 2021/22	FY 2022/23	FY 2022/23	
Increased coverage of Judiciary services	Proportion of designated areas with operational courts (%)	51%	56%	70%	61%	70.15%	A Magistrate Grade I Court was operationalised at Napak
Increased case disposal	Annual disposal rate of cases	45%	51%	55%	54%	63%	The Courts exceeded their target by 9 percentage points.
Reduced lead times/turnaround times in the disposal of cases	The average time taken from filing to disposal of cases in days	1,164	1,104	901	1,074	897	The Courts, on average, completed cases faster by almost 6 months (177 days) as compared to the Annual Target.
Reduced case backlog in the court system	Percentage of backlog cases in the court system	48%	40%	30.11%	36%	27.48%	The Judiciary exceeded its annual target by 8.52 percentage points
Increased satisfaction of court users	Percentage of court users rating confidence in courts as high to very high	52%	58%	-	61%	71%	Survey by Legal Aid Service Provider's Network ( <b>LASPNET</b> )





# 05

## PERFORMANCE OF COURTS

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The performance of courts is based on case data and statistics collected monthly, quarterly and annually. The statistical indicators are aligned to the Judiciary Strategic Plan (JSPV) and the third Plan for National Statistical Development (2020/21-2024/25).

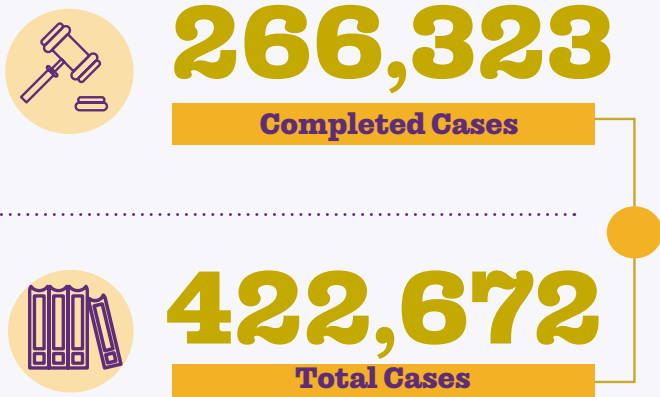
The performance of courts is broken down by court level detailing cases brought forward, cases registered, caseload, completed cases and pending cases as at the end of the financial year. The details are presented in Table 5 below:

**Table 5: Overall caseload profile for FY 2022/23 by court level**

<b>Court Level</b>	<b>Brought forward from FY2021/22</b>	<b>Registered</b>	<b>Caseload</b>	<b>Completed</b>	<b>Pending cases as at 30<sup>th</sup> June 2023</b>
Supreme Court	614	143	757	62	695
Court of Appeal/ Constitutional Court	7,661	1,636	9,297	1,099	8,198
High Courts	38,360	84,141	122,501	62,702	59,799
Chief Magistrates Courts	63,080	133,997	197,077	132,753	64,324
Magistrate Grade I Courts	18,452	72,132	90,584	68,021	22,563
Magistrate Grade II Courts	485	1,971	2,456	1,686	770
<b>Grand Total</b>	<b>128,652</b>	<b>294,020</b>	<b>422,672</b>	<b>266,323</b>	<b>156,349</b>

Source: Court Case Performance Report for FY 2022/23

The Judiciary completed 266,323 cases out of a total caseload of 422,672 cases. The caseload comprised of 128,652 cases brought forward from FY 2021/22 and the 294,020 freshly registered cases in FY 2022/23. The highest number of cases registered and completed were recorded at the Chief Magistrates Courts. This can be partly attributed to the deployment of additional Judicial Officers to the Chief Magistrates' Courts.





## 5.1 Overall case load profile for FY 2022/23 by case type

The major types of court cases are: Civil, Criminal, Land, Commercial, Family, Anti-corruption and International Crimes. The overall performance in a given case type is the aggregated performance across all court levels. Table 6 below provides the overall performance by case type.

**Table 6: Overall caseload profile for FY 2022/23 by case type**

Case Type	Brought forward from FY2021/22	Registered in FY 2022/23	Caseload	Completed	Pending as at 30 <sup>th</sup> June 2023
Criminal	57,489	148,755	<b>206,244</b>	139,768	66,476
Civil	29,913	60,725	<b>90,638</b>	52,017	38,621
Land	25,106	36,906	<b>62,012</b>	30,687	31,325
Commercial	5,507	20,878	<b>26,385</b>	18,946	7,439
Family	10,408	26,368	<b>36,776</b>	24,550	12,226
Anti-corruption	222	252	<b>474</b>	277	197
International Crimes	7	136	<b>143</b>	78	65
<b>Grand Total</b>	<b>128,652</b>	<b>294,020</b>	<b>422,672</b>	<b>266,323</b>	<b>156,349</b>

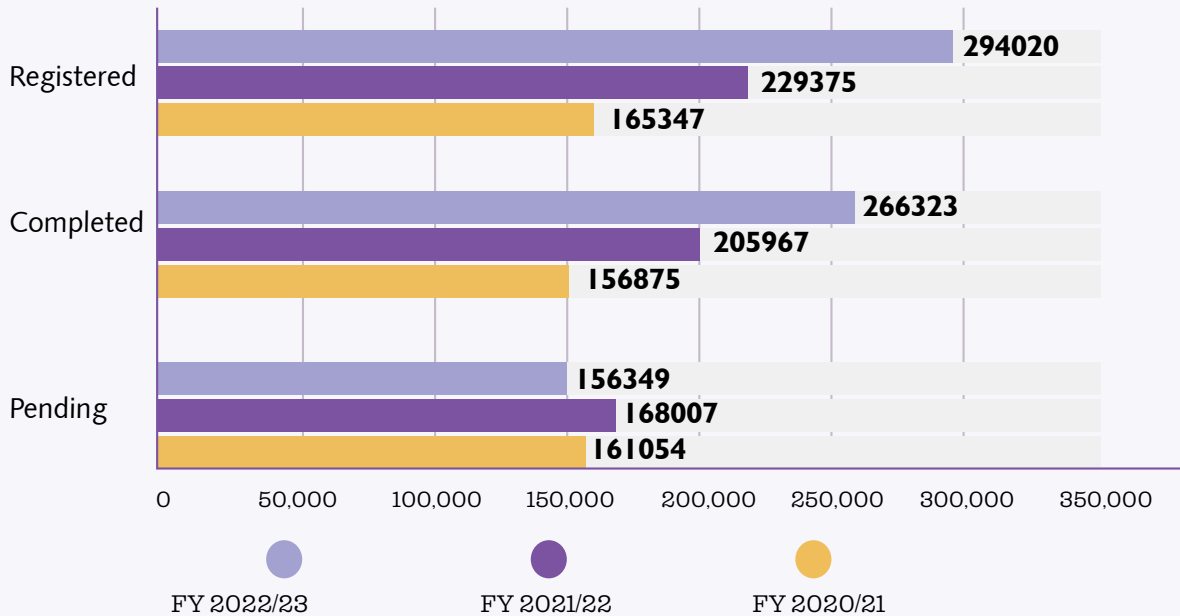
Source: Court Case Performance Report for FY 2022/23

Criminal case type had the highest number of registered and completed cases. On the other hand, the International Crimes were the least registered and completed. The rise in the number of criminal cases can be attributed to population growth and urbanisation which set challenges of unemployment and survival instincts giving rise to a higher crime rate.

## 5.2 Overall performance trends for the last three (3) Financial Years

The Judiciary has experienced steady growth in cases filed and those completed in the last three financial years. As a result, the pending caseload has greatly reduced as shown in the figure 4 below:

**Figure 4: Overall case load profile trends for the last three (3) years**



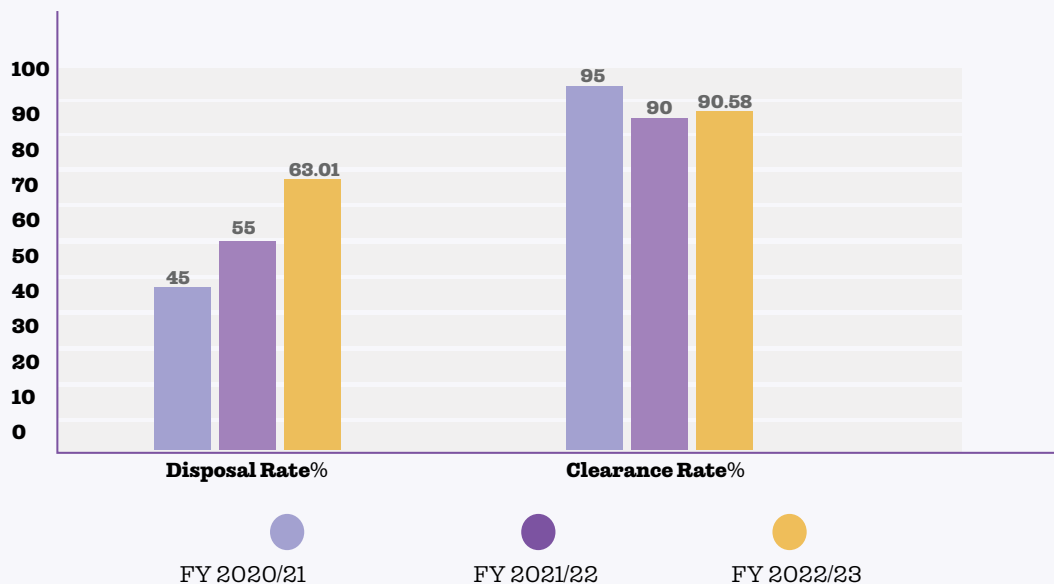
Source: Court Case Performance Reports for FY2022/23, FY2021/22 and FY2020/21

The steady growth in case filing was as a result of the improved public confidence in the Judiciary, high crime rate and operationalization of new Courts while the increase in case disposal can be attributed to the increased staffing across all ranks; increased automation of court processes; operationalisation of new High Court Circuits and Magistrates Courts; adoption of alternative mechanisms of dispute resolution like Mediation, Plea Bargaining, Small Claims Procedure; among other Judiciary initiatives.

### 5.3 Overall disposal rates and clearance rates

The Judiciary has recorded a steady rise in the disposal rate and increased completion of cases in the last 3 Financial years as Figure 5 below:

**Figure 5: Overall disposal rate and clearance rate trends (%)**



The good performance can be attributed to the recruitment of more Judicial Officers across all ranks; increased automation of court processes; operationalisation of new High Court Circuits and Magistrates' Courts; and adoption of alternative mechanisms of dispute resolution like Mediation, Plea Bargaining Small Claims Procedure.

#### 5.4 Overall disposal rates and clearance rates by case type

Courts were most efficient in completing commercial cases at 71.81% followed by criminal cases at 67.77%. With regard to the clearance rate, the courts were most efficient in completing Anti-Corruption cases at 109.92% followed by Criminal cases at 93.96%. This shown in Table 7 below.

**Table 7: Overall disposal rates and clearance rates by case type**

Case type	Brought Forward from FY 2021/22	Registered in FY 2022/23	Caseload	Completed	Pending as at 30 <sup>th</sup> June 2023	Disposal Rate (%)	Clearance Rates (%)
Criminal	57,489	148,755	206,244	139,768	66,476	67.77	93.96
Civil	29,913	60,725	90,638	52,017	38,621	57.39	85.66
Land	25,106	36,906	62,012	30,687	31,325	49.49	83.15
Commercial	5,507	20,878	26,385	18,946	7,439	71.81	90.75
Family	10,408	26,368	36,776	24,550	12,226	66.76	93.11
Anti-corruption	222	252	474	277	197	58.44	109.92
International Crimes	7	136	143	78	65	54.55	57.35
<b>Grand Total</b>	<b>128,652</b>	<b>294,020</b>	<b>422,672</b>	<b>266,323</b>	<b>156,349</b>	<b>63.01</b>	<b>90.58</b>

Source: Court Case Performance Reports for FY2022/23, FY2021/22 and FY2020/21

#### 5.5 Performance trends of the Supreme Court in the last three Financial Years

The Supreme Court recorded a decline in cases registered and those completed. There was also an increase in pending cases, attributed to the limited number of Justices of the Supreme Court. The Supreme Court performance is summarised in Table 8 below

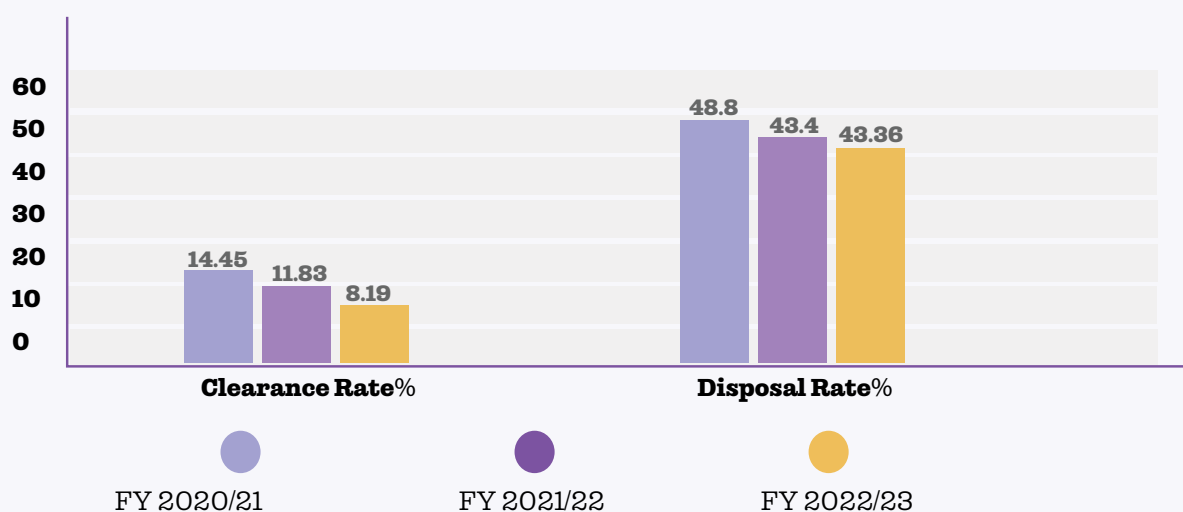
**Table 8: Case load profile of Supreme Court in the last three financial years**

Sn	Case Type	Registered cases			Completed cases			Pending Cases		
		FY 20/21	FY 21/22	FY 22/23	FY 20/21	FY 21/22	FY 22/23	FY 20/21	FY 21/22	FY 22/23
1	Criminal	92	109	25	39	35	32	436	487	461
2	Civil	98	91	112	45	53	30	162	172	226
3	Constitutional Cases	10	12	6	10	4	0	14	25	8
4	Election Cases	9	0	0	8	0	0	2	2	0
<b>Totals</b>		<b>209</b>	<b>212</b>	<b>143</b>	<b>102</b>	<b>92</b>	<b>62</b>	<b>614</b>	<b>686</b>	<b>695</b>

Source: Court Case Performance Reports for FY 2022/23, FY2021/22 and FY2020/21

## 5.6 Disposal rate and clearance

The Supreme Court recorded a decline in both disposal rates and clearance rates over the last 3 Financial Years which as shown in Figure 6 below.

**Figure 6: Disposal Rate and Clearance Rate at Supreme Court**

Source: Court Case Performance Reports for FY 2020/21, FY2021/22 and FY2022/23

## 5.7 Performance trends of the Court of Appeal/Constitutional Court in the last three Financial Years

The Court of Appeal/Constitutional Court recorded a slight increase in cases registered from last financial year. The Court also recorded an increase in cases completed. The performance is summarised in Table 9 below.

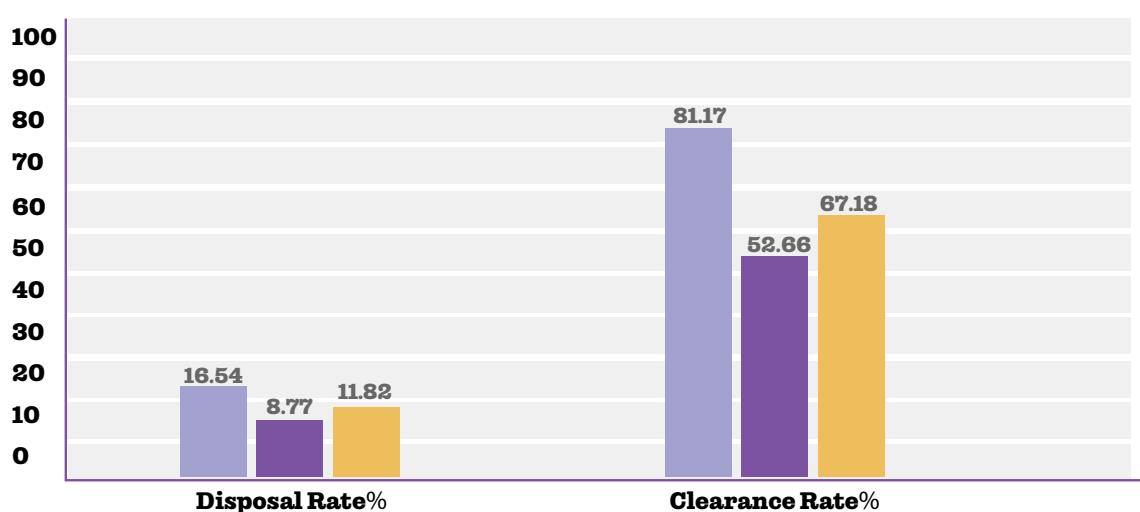
**Table 9: Case load profile of Court of Appeal/ Constitutional Court in the last three financial years.**

S/No	Case Type	Registered cases			Completed cases			Pending Cases		
		FY 20/21	FY 21/22	FY 22/23	FY 20/21	FY 21/22	FY 22/23	FY 20/21	FY 21/22	FY 22/23
1	Criminal	727	360	273	616	263	330	3,589	3,695	3,489
2	Civil	1,014	905	1,218	490	321	575	3,777	4,194	4,351
3	Constitutional Cases	73	58	68	303	70	152	199	277	192
4	Election Cases	10	100	36	10	86	23	3	43	32
5	Mediation Cause	29	83	41	76	53	19	23	41	134
<b>Total</b>		<b>1,853</b>	<b>1,506</b>	<b>1,636</b>	<b>1,495</b>	<b>793</b>	<b>1,099</b>	<b>7,591</b>	<b>8,250</b>	<b>8,198</b>

Source: Court Case Performance Reports for FY 2022/23, FY2021/22 and FY2020/21

## 5.8 Disposal Rates and Clearance Rates

**Figure 7: Disposal Rates and Clearance Rates of Court of Appeal**



Source: Court Case Performance Reports for FY 2020/21, FY2021/22 and FY2022/23



## 5.9 Performance trends of the High Court in the last three Financial Years

The High Court recorded an increase in cases registered as well as those completed. As a result, the pending caseload reduced. This is attributed to the deliberate deployment of Judicial Officers at this court level and operationalisation of more High Court Circuits which has made courts more accessible. The performance is summarised in Table 10 below.

**Table 10: Performance of High Court in the last three financial years**

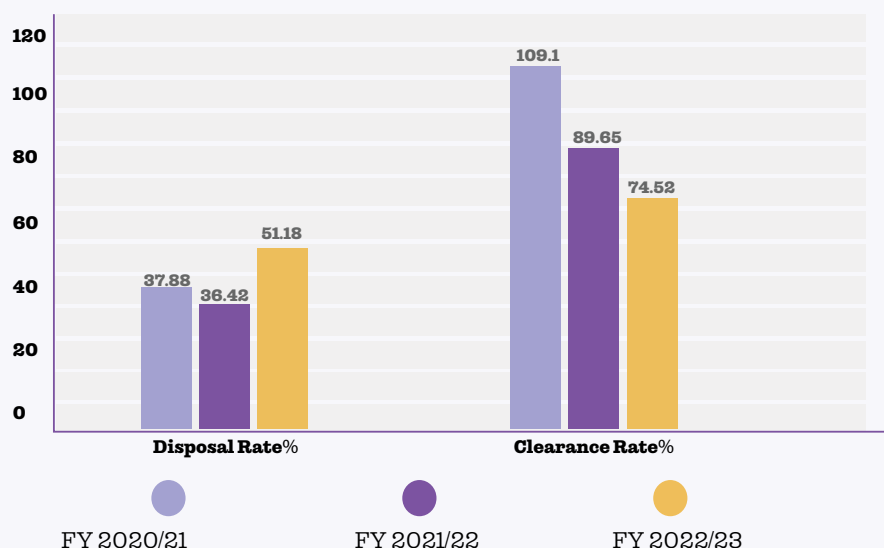
S/No	Case Type	Registered cases			Completed cases			Pending Cases		
		FY 20/21	FY 21/22	FY 22/23	FY 20/21	FY 21/22	FY 22/23	FY 20/21	FY 21/22	FY 22/23
1	Anti-corruption	192	241	252	222	248	277	235	238	197
2	Commercial	4,222	3,324	6,139	3,237	2,794	4,864	6,094	6,849	5,199
3	Criminal	5,295	7,939	19,060	4,520	6,720	11,861	10,961	11,178	14,478
4	Civil	8,253	10,180	17,948	6,416	9,900	13,751	16,046	18,370	13,167
5	Execution and Bailiffs	245	80	0	7,614	80	0	2,404	0	0
6	Family	4,519	6,574	15,353	4,538	7,329	13,406	6,182	9,264	7,629
7	International Crimes	32	59	136	19	25	78	73	116	65
8	Land	9,642	12,613	25,253	8,784	9,670	18,465	15,966	18,176	19,064
<b>Totals</b>		<b>32,400</b>	<b>41,010</b>	<b>84,141</b>	<b>35,350</b>	<b>36,766</b>	<b>62,702</b>	<b>57,961</b>	<b>64,191</b>	<b>59,799</b>

Source: Court Case Performance Reports for FY2022/23, FY2021/22 and FY2020/21

## 5.10 Disposal Rate and Clearance Rate

The High Court recorded an increase in the disposal rate over the 3-year period. On the other hand, the High Court registered a reduction in clearance rate. This is shown in the Figure 8 below.

**Figure 8: Disposal Rate and Clearance Rate**



## 5.11 Performance of Magistrates' Courts in the last three Financial Years

The Magistrates' Courts experienced a steady growth in case registration and case disposal. The increase in case disposal resulted in the reduction of pending cases. Table 11 below summarises the performance.

**Table 11: Performance of Lower Courts in the last three financial years**

Court Level	Case Type	REGISTERED			COMPLETED			PENDING CASES		
		FY2020/21	FY2021/22	FY2022/23	FY2020/21	FY2021/22	FY2022/23	FY2020/21	FY2021/22	FY2022/23
Chief Magistrates Courts	Criminal	54,731	74,097	80,048	49,655	66,858	80,874	33,451	34,081	33,556
	Civil	26,196	31,159	29,376	24,885	27,088	26,563	19,248	22,392	16,125
	Family	621	5,532	7,981	548	5,203	8,032	268	559	3,711
	Land	7,607	8,921	8,780	6,440	8,060	9,555	10,944	12,728	9,582
	Small Claims	4,105	5,255	7,812	3,776	5,279	7,729	4,546	1,399	1,350
<b>Total</b>		<b>93,260</b>	<b>124,964</b>	<b>133,997</b>	<b>85,304</b>	<b>112,488</b>	<b>132,753</b>	<b>68,457</b>	<b>71,159</b>	<b>64,324</b>
Magistrates Grade I Courts	Criminal	25,137	39,593	47,616	23,021	35,867	45,124	14,488	14,537	13,897
	Civil	7,104	12,201	11,807	6,504	11,004	10,853	4,411	4,253	4,287
	Family	238	1,703	3,014	232	1,698	3,092	45	252	881
	Land	2,225	2,851	2,847	1,975	2,798	2,644	5,419	3,121	2,647
	Small Claims	947	3,072	6,848	842	2,775	6,308	1,483	406	851
<b>Total</b>		<b>35,651</b>	<b>59,420</b>	<b>72,132</b>	<b>32,574</b>	<b>54,142</b>	<b>68,021</b>	<b>25,846</b>	<b>22,569</b>	<b>22,563</b>
Magistrates Grade II Courts	Criminal	1,662	1,803	1,733	1,807	1,395	1,547	382	808	595
	Civil	124	294	113	94	171	51	119	228	99
	Family	0	60	20	0	44	20	0	22	5
	Land	188	106	26	140	76	23	84	94	32
	Small Claims	0	0	79	0	0	45	0	0	39
<b>Total</b>		<b>1,974</b>	<b>2,263</b>	<b>1,971</b>	<b>2,041</b>	<b>1,686</b>	<b>1,686</b>	<b>585</b>	<b>1,152</b>	<b>770</b>
<b>Total for all Magistrates Courts</b>		<b>130,885</b>	<b>186,647</b>	<b>208,100</b>	<b>119,919</b>	<b>168,316</b>	<b>202,460</b>	<b>94,888</b>	<b>94,880</b>	<b>87,657</b>

Source: Court Case Performance Report for FY 2020/21, FY2021/22 and FY2022/23

The Magistrates’ Court also experienced a steady rise in the disposal rate and clearance rate over the period under review as presented in the Table 12 below

**Table 12: Disposal Rate and Clearance Rate trends for in the last three financial years**

COURT LEVEL	Disposal Rate			Clearance Rate		
	FY 2020/21	FY 2021/22	FY 2022/23	FY 2020/21	FY 2021/22	FY 2022/23
<b>Chief Magistrate Courts</b>	55.48	61.25	67.36	91.47	90.02	99.072
<b>Magistrate Grade I Courts</b>	55.76	70.58	75.09	91.37	91.12	94.30
<b>Magistrate Grade II Courts</b>	77.72	59.41	68.65	103.39	74.50	85.54
<b>Total</b>	<b>55.83</b>	<b>63.95</b>	<b>69.79</b>	<b>91.62</b>	<b>90.18</b>	<b>97.29</b>

Source: Court Case Performance Reports for FY 2020/21, FY2021/22 and FY2022/23



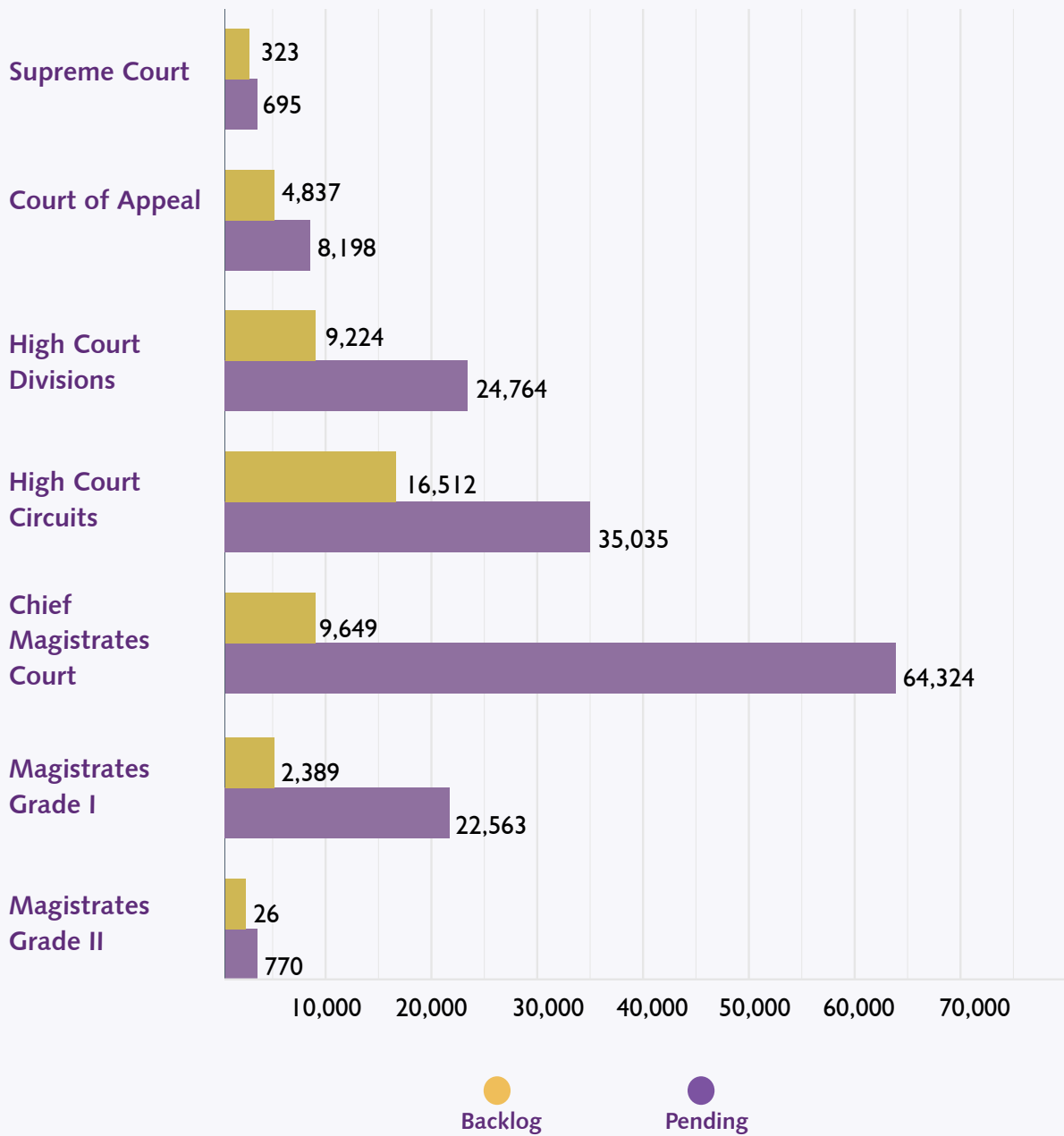
# 06

## BACKLOG STATUS

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A case is considered backlog if it has spent two or more years in the court system before it is disposed of or completed. Overall, courts closed with a pending caseload of **156,349** cases of which **42,960** cases were backlog. This accounted for **27.48%** of cases as backlog in the system. There was a **2.83% (7,632 cases)** reduction in case backlog as compared to the **50,592** backlog cases in the FY 2021/22. Figure 9 provides the status on pending and backlog cases.

**Figure 9: Pending and backlog cases by court level as at the end of FY 2022/23**



Monthly Statistical Reports on Court Performance

### 6.1 Case age analysis

The age of uncompleted cases in the courts has declined over the last 3 Financial Years with only 14.25% of uncompleted cases aging 5 years and above as of June 2023 as compared 16.73% as of June 2022 and 16.32 % as of June 2021 owing to the various case backlog reduction initiatives carried out by the Judiciary. Table 13 shows the percentage reduction.



**Table 13: Case Age Analysis for the last 3 Financial Years**

S/No	End of Financial Year	under 1 year( %)	Greater than 1 but Less than 2 years ( %)	Between 2 and 5 years(%)	Between 5 and 10 years(%)	above 10 years(%)
1	June 2023	34.79	20.25	30.72	10.64	3.61
2	June 2022	28.22	21.56	33.48	11.58	5.15
3	June 2021	34.55	18.40	30.73	12.43	3.90

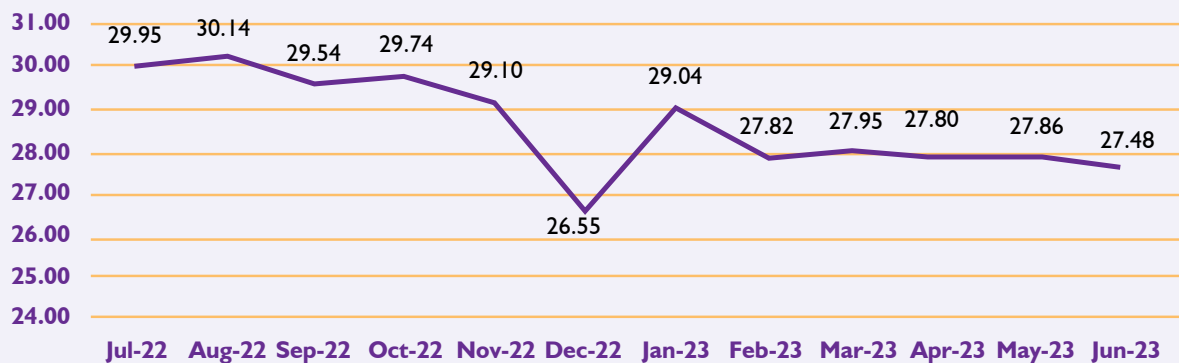
Source: Court Case Performance Reports for FY 2020/21, FY2021/22 and FY2022/23

A detailed presentation on the case age status is attached in **Annex I**.

### 6.2 Monthly overall backlog trend for FY 2022/2023

The courts experienced a steady decline in case backlog across the months with the lowest recorded at 26.55% in December 2023 as shown in Figure 10 below.

**Figure 10: Monthly overall backlog trend for FY 2022/2023**

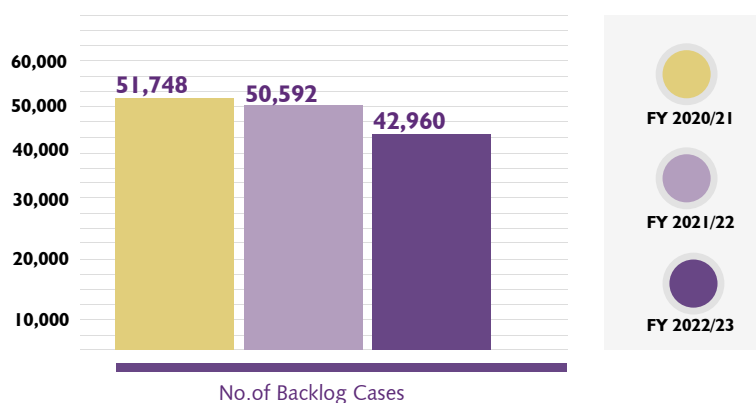


Source: Monthly Statistical Reports on Court Performance

### 6.3 Backlog in the last three Financial Years

Courts recorded a steady decline in the number of cases that are backlog over the last three (3) years. By close of the financial year, backlog stood at 42,960 cases as shown in Figure 11 below.

**Figure 11: Overall Backlog trend for last three financial years**



Source: Monthly Statistical Reports on Court Performance

## 6.4 Interventions towards case backlog reduction

### a. Monitoring and evaluation of case backlog

The Case Backlog Reduction Committee chaired by the Hon. the Deputy Chief Justice held four case backlog review and evaluation meetings. The Committee was able to interact with various Heads and Deputy Heads of High Court Divisions and Circuits and among the issues discussed were: causes of case backlog in various courts; case workload management as a way of reducing case backlog; the status of ICT and the Court Case Administration System (CCAS) and how ICT is employed in reducing case backlog; challenges faced in a bid to clear/reduce case backlog, and proposals for remedies in reducing case backlog.

### b. Daily hearing of cases under the Criminal Division

The Constitution of Uganda under **Article 28 (1)** provides for the right to a speedy and fair trial, a right that is especially relevant in criminal cases, particularly in view of the presumption of innocence and the fact that many remand prisoners are kept in prison pending trial.

The Judiciary has over the years grappled with case backlog especially in criminal cases where inmates spend about 5 years on remand awaiting trial. The economic cost of this delay has equally been significant, with prisons served by the Criminal Division alone, spending over **UGX 300,000,000** in 2021 on keeping the inmates.

Interventions such as Plea Bargain helped to a limited extent, given that cases for full trial cannot benefit. One of the bottlenecks identified in the criminal justice system was the reliance on the criminal session system but given its structured and periodic nature, time was lost thereby curtailing the timely disposal of criminal cases.

The Judiciary came up with the idea of shifting from criminal sessions to daily hearings, and the Criminal Division being central to criminal justice at High Court level, was selected to develop and pilot the concept in October 2021. The Criminal Division first re-organised its files and file allocation system and all the pending files were allocated to each of the five Judges. The allocation was followed by a weed-out exercise that eliminated dead records.

The pilot commenced in January 2022 and it is expected to run until January 2024. Thereafter, it is expected to be formalised at the Criminal Division and rolled out across the country. The following have been achieved so far:

- (i) Joint cause listing. Cause listing was done jointly with key stakeholders such as the Office of the Director of Public Prosecutions (ODPP) and Uganda Prisons Service (UPS), thereby eliminating errors experienced in the past. This process was eased by the establishment of Case Clearance Teams attached to each of the 5 Division Judges.

The Case Clearance Teams were composed of Administrative Staff attached to each Judge, as well as 10 Prosecutors, 15 State Brief Attorneys, 15 Assessors, a Prisons Liaisons Officer, and 4 Police Process Servers. The pioneering use of a Prisons Liaisons Officer in the Pilot Project proved so critical that UPS bench marked on the Pilot Project to create a Liaisons Office for all courts around Kampala. It was also considering deploying Liaisons Officers attached to the Court of Appeal and the Supreme Court respectively.

- (ii) Reduction of case lead times. The Pilot Project led to quicker disposal of cases at the Criminal Division. Before shifting from the session system in 2021, the Division cases went as far back as 2016. Following the commencement of the Pilot Project, the Division was completing cases committed in 2019, and was set to begin on those committed in 2020.

There was a reduction in the average lead times by 250 days, from the 863 days recorded in the 7 months prior to the start of the Pilot Project, to 613 days recorded in the last 7 months of FY2022/23 under the Pilot Project, as shown in Table 14 below:

**Table 14: Average lead times before and during the daily hearings pilot project**

	<b>Before the Pilot Programme on Daily Hearing of Cases( July 2021 to January 2022)</b>	<b>During the Pilot Programme on Daily Hearing of Cases ( December 2022 to June 2023</b>	
	<b>Average lead time (days)</b>		<b>Average lead time (days)</b>
July - 2021	85	December - 2022	656
August-2021	269	January -2023	565
September - 2021	387	February - 2023	857
October - 2021	468	March - 2023	482
November - 2021	1,758	April- 2022	680
December - 2021	1,851	May - 2023	640
January - 2022	1,223	June - 2023	414
<b>Average Lead Time(days)</b>	<b>863</b>	<b>Average Lead Time(days)</b>	<b>613</b>

(iii) Caseload and backlog reduction. The Criminal Division on average consistently met the Pilot Project set targets of 100 completed trial cases, and 50 completed Plea Bargain cases per month. Backlog was equally tackled. By the time the Pilot Project began, backlog was at 940 cases but had since reduced to 460 cases. The Pilot Project overall led to a decline in the percentage of backlog by 11.23% from 38.27% recorded 7 months prior to the start of the pilot programme, to 27.04%, as shown in Table 13 below:

**Table 15: Backlog percentages before and during the daily hearings pilot project**

<b>Before the Pilot Programme on Daily Hearing of Cases( July 2021 to January 2022)</b>	<b>Backlog Percentage (%)</b>	<b>During the Pilot Programme on Daily Hearing of Cases ( December 2022 to June 2023)</b>	<b>Backlog Percentage (%)</b>
July - 2021	41.36	December - 2022	28.39
August-2021	44.63	January -2023	29
September - 2021	35.25	February - 2023	25.9
October - 2021	43.57	March - 2023	24.12
November - 2021	43.64	April- 2022	26.68
December - 2021	29.73	May - 2023	26.19
January - 2022	29.72	June - 2023	28.97
<b>Average Backlog Percentage (days)</b>	<b>38.27</b>	<b>Average Backlog Percentage (days)</b>	<b>27.04</b>

(iv) **Consolidation of Plea Bargain.** At the beginning of the Pilot Project, the Criminal Division held a sensitisation tour in all the prisons the Division serves, that is; Luzira Upper Prison, Luzira Murchison Bay Prison, Luzira Women Prison, Kigo Main Prison, Kigo Women Prison, Kitalya Mini Max Prison, and Kitalya Farm Prison.



*Hon Lady Justice Margaret Mutonyi conducting Plea Bargain sensitisation at Luzira Prison Complex*

The Criminal Division continued with plea bargain sessions in line with the planned pilot project disposal rate of 150 Plea Bargain cases every quarter.

The pending activities of the Daily Hearings pilot project included:

- The establishment of a fast track desk to identify and fast track capital cases at the Magisterial level ready for Plea Bargain with the view of completing them soon after the 1st appearance before a Magistrate.
- Assessment of the reduction of the remand to convict ratio to be done at the end of the Pilot Project period. The ideal would be to have only convicts in Prisons, but since that is not possible, the acceptable ratio is 55:45. The Criminal Division, with the help of UPS, shall assess the impact the Daily Hearings Pilot Project will have had on the ratio of remandees against convicts in the Prisons the Division serves. The ratio of the cases handled by the Criminal Division is expected to be significantly reduced, given the progress the Daily Hearings have so far registered.
- The formalisation and rolling out of the Daily Hearings of criminal cases by January 2024 as planned, despite few challenges so far faced like understaffing among others.

### (c) Criminal case backlog reduction sessions.

A number of criminal sessions conducted aimed at reducing case backlog in various High court Circuits. A total of **637 cases** were cause listed and **585 cases** were disposed of. This accounts for **91.8%** success rate. The pending cases were adjourned to the next session and transferred to High Court Kampala.

### (d) Special sessions on Sexual and Gender Based Violence related cases.

The Judiciary with support from the United Nations Population Fund (UNFPA) and other Development Partners implemented a programme over the last four years to enable the disposal of Sexual and Gender Based Violence (SGBV)-related cases in a number of districts.

The special sessions were undertaken as part of Government of Uganda's obligation under the Maputo Protocol (2005) and Kampala Declaration of 2011 which enjoin Uganda to set up a special framework (sessions, procedures and specially trained personnel) to dispose of SGBV cases as a member state of the International Conference of the Great Lakes Region (ICGLR).

Awareness campaigns on SGBV were conducted in selected sites before sessions were held to feed into the Government's efforts and commitments to promote and protect the rights of women and children on different media platforms with actors in the chain of justice who would take part in the special sessions. A multi-pronged approach was sought to create awareness which included social media campaigns, issuing press releases about the sessions, media briefings and radio talk shows.

In addition to awareness campaigns, a media press conference was addressed by the Principal Judge, the Hon. Dr. Justice Flavian Zeija and the Director of Public Prosecutions, Hon Lady Justice Jane Frances Abodo to inform the media fraternity about successes of the special sessions over the last four years and the launch of Phase V of the SGBV sessions.





*The Principal Judge, the Hon. Dr. Justice Flavian Zeija addressing the media fraternity about Phase V of the SGBV sessions at Sheraton Kampala*

(A television talk show was held on UBC TV and the launch of Phase V was covered on NBS TV, NTV, UBC TV and reported in the dailies i.e. The New Vision and The Daily Monitor.

The SGBV awareness programmes were conducted in the areas of Kampala City, Tororo, Bushenyi, Kitgum, Mbarara, Kiryandongo, Nakasongola, Kamwenge, Nebbi, Kamuli, Amuria, Tororo, Pader and Kayunga. The radio campaigns provided an opportunity to engage with the public on all matters of SGBV. The Radio Campaigns targeted audiences in the 14 districts across the country. The radio stations included: Radio Simba (Kampala), Voice of Kamwenge (Kamwenge), East FM (Tororo), Sauti Radio (Kayunga), Luo FM (Pader) and BFM (Bushenyi).



*Officials from ODPP and the Judiciary appearing on Simba FM in Kampala as part of the SGBV awareness and sensitisation campaign*



Officials from ODPP and Judiciary appearing on BFM in Bushenyi as part of the SGBV awareness and sensitisation campaign

After successfully carrying out awareness and sensitisation campaigns, the Judiciary organised SGBV criminal sessions at Tororo, Kamuli, Kamwenge, Nebbi and Bushenyi as well as the Chief Magistrates Courts of Pader and Kayunga. Courts disposed of **319 cases** out of the **359 cases** cause listed thereby recording a clearance rate of **88.86%**. The pending cases were those that were not concluded in the court session and were thus adjourned or deferred to the next session. Kayunga, Mbarara, Nebbi and Pader completed the highest number of cases, with each disposing of all the cases they had cause listed (100% clearance rate). Table 16 below provides the overall Caseload Profile for SGBV sessions for both High Courts and Chief Magistrates Court sessions:

**Table 16: SGBV cases cause listed and disposed of at the selected High Court Circuits and Chief Magistrates Court during the special sessions**

S/No.	Court	No. of Cases Cause-listed	No. of Cases Disposed of	No. of Pending cases	Clearance Rate (%)
1.	Tororo	50	46	4	92.0
2.	Kamwenge	77	50	27	64.9
3.	Kamuli	47	38	9	80.9
4.	Kayunga	50	50	0	100
5.	Pader	50	50	0	100
6.	Mbarara	39	39	0	100
7.	Nebbi	46	46	0	100
<b>TOTAL</b>		<b>359</b>	<b>319</b>	<b>40</b>	<b>88.9</b>

Source: Statistical Reports on Court Performance

Other special SGBV sessions were organised at the courts of Gulu HC/ Lamwo, Arua HC/ Koboko, Nebbi, Kamwenge, Kamuli, Mbale, Bushenyi, Pader, Kayunga, Tororo and Mbarara as indicated in Table 17 below.

**Table 17: SGBV cases cause listed and disposed of at the selected High Court Circuits and Chief Magistrates Court during the special sessions**

S/No	Court	Cases cause listed	Cases disposed of
1.	Gulu HCT/ Lamwo	50	50
2.	Arua HCT	50	50
3.	Arua HCT/ Koboko	50	50
4.	Nebbi	46	46
5.	Kamwenge	77	50
6.	Kamuli	47	38
7.	Mbale	50	41
8.	Bushenyi	50	45
9.	Pader	50	50
10.	Kayunga	50	50
11.	Tororo	50	46
12.	Mbarara	39	39
<b>Total</b>		<b>609</b>	<b>555</b>

Source: Statistical Reports on Court Performance

### (e) Juvenile Criminal Sessions

The Criminal Division held four juvenile Criminal Sessions at Naguru Remand Home completing an average of 20 cases per sitting. As a result, the Division did not have any backlog cases at the Remand Home.



The visiting team led by Hon. Lady Justice Margaret Mutonyi, at the end of an out of station Criminal Session at Naguru Remand Home

### (f) Election Petition Sessions

The Judiciary conducted 18 High Court sessions to handle election petitions for both parliamentary and local council chairpersons. The sessions were conducted in: Fort Portal (1), Mukono (2), Soroti (5), Mbarara (1), Mbale (3), Mpigi (1), Civil Division (4), and Soroti (1).





# 07

## INNOVATIONS IN MANAGEMENT OF CASES

### 7.1 Plea Bargain Programme

Plea-bargain is a process that involves the prisoner accepting to admit his guilt in exchange for a fair sentence. The advantage of this system is that it saves state resources and the limited judicial time that would otherwise be spent on hearing witnesses and proving cases. It is also a sign of remorse and often promotes reconciliation between the offenders' and the victims' families. This innovation has played a commendable role in delivering quick and acceptable justice to the parties and has undoubtedly helped in reducing case backlog and decongesting prisons.

The Plea-bargain Programme is conducted along with the day-to-day hearing of cases in courts; through Plea-bargain Camps or through special sessions dedicated to plea-bargain.

In the period under review, a total of **2,857** cases were completed through plea bargaining at the High Court level, while **1,160** cases were completed through the day-to-day hearing of cases and **1,697** cases through Plea Bargaining Camps.

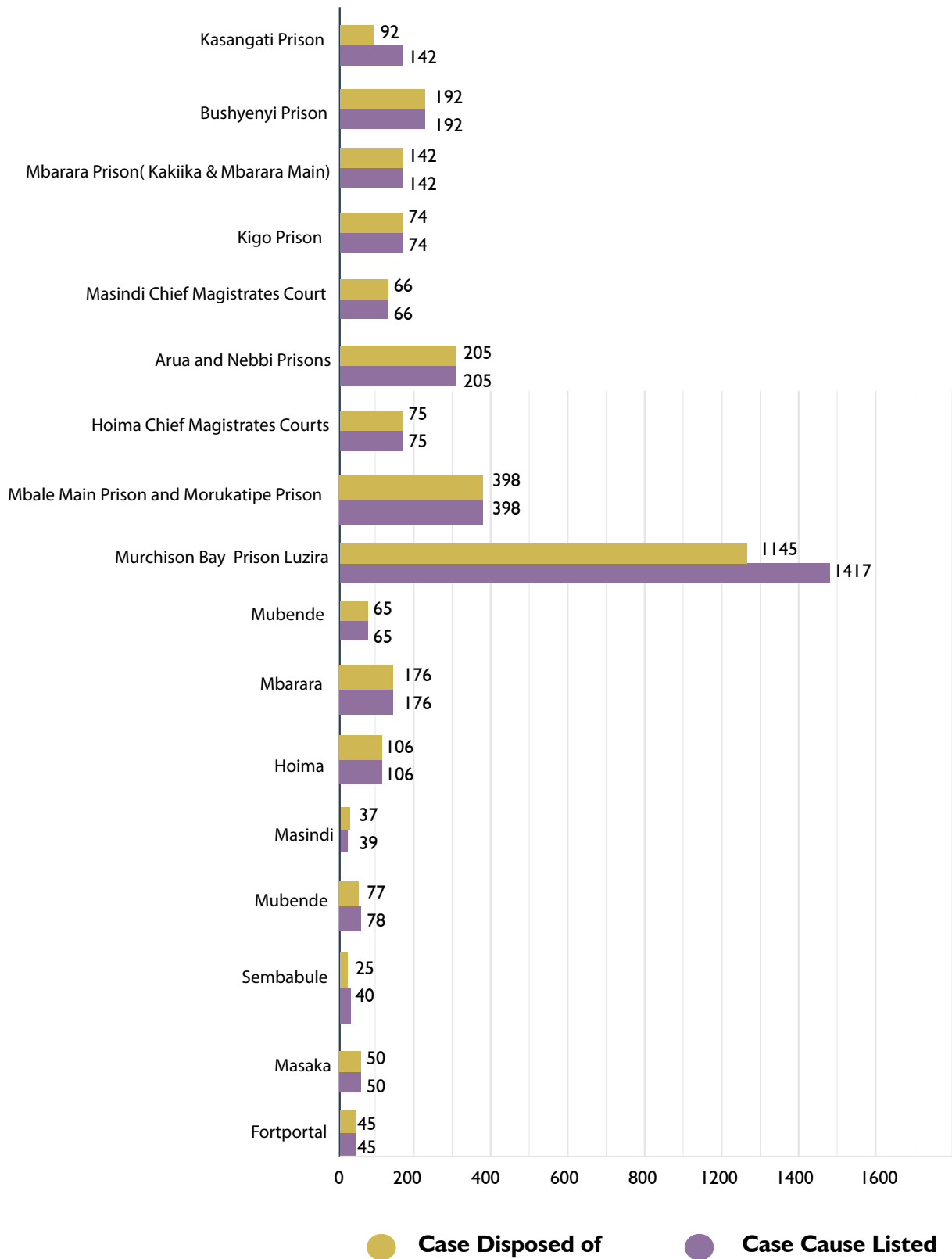


A total of **2,389** other cases were completed through Plea Bargaining Camps in the various Magisterial Areas. This reflects an **88.12%** success/clearance rate. The average lead time for the recorded cases in the Camps was less than one day. Figure 12 shows cases disposed of through Plea Bargaining Camps at High Court and Chief Magistrates Court.





**Figure 12: Cases Disposed of through Plea Bargaining Camps at the High Court and Chief Magistrates Court Levels in FY2022/23**



Source: Court Case Performance Report for FY 2022/23



*Sensitisation of inmates at Kakiika Prison prior to the Plea Bargaining Camp*



*Sensitisation of inmates at Kasangati Prison prior to the Plea Bargaining Camp*

Despite the achievements of the Plea Bargaining Programme, it still faced several challenges as follows:

- (i) Some inmates complained of harsh sentences in plea bargain.
- (ii) Some prisoners complained that plea bargain did not allow them benefit from a lesser charge as state attorneys insisted on more charges that were serious.
- (iii) Some cases were unable to be completed and adjourned to next session due to the language barrier, for example the unavailability of Kiswahili interpreters.
- (iv) Some accused persons changed their positions when their offers for felonies like murder (where some persons wanted to serve only 10 years) were rejected by court which felt that it was too low given the gravity of the offence and the community perception of a rather low penalty.
- (v) Limited guidelines for the Judicial Officers, defense lawyers and State Attorneys in implementing plea-bargaining.
- (vi) A number of cases failed to proceed for various reasons. Most of the cases were adjourned to the next session to give them a chance to be heard. Some witnesses were hard to trace; because they relocated to other places and did not leave behind a contact for communication.

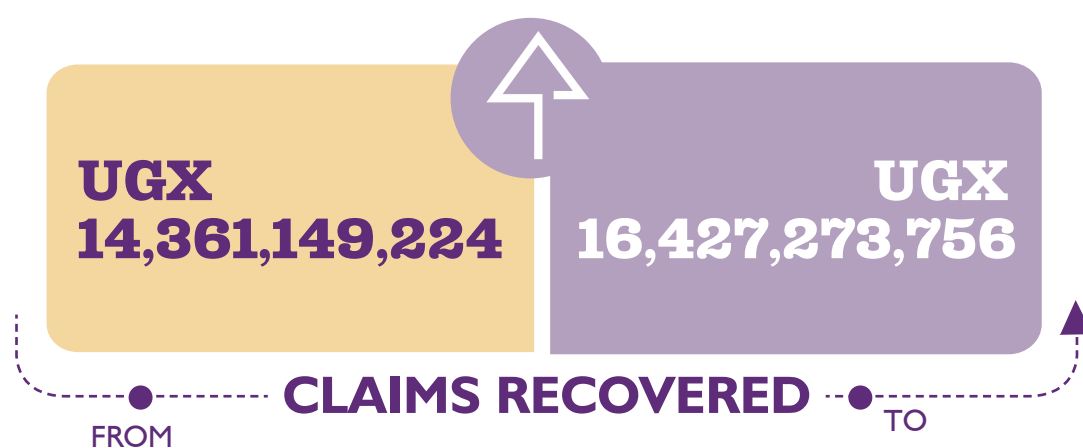
## 7.2 Small Claims Procedure

The Small Claims Procedure (SCP) is a reform initiative of the Judiciary intended to enhance access to justice for litigants with commercial disputes (supply of goods, debts or rental disputes) whose value does not exceed ten million Uganda shillings (UGX 10,000,000/=). Currently SCP is rolled out to 178 courts across the country. The expansion of the SCP Courts and the growing number of cases registered reflects a largely user-friendly and demand-driven initiative. The success of the programme necessitated the creation of an independent registry in October 2017, with the mandate to play an oversight role over quality assurance in SCP Courts and to further roll out of the procedure to all courts countrywide. Table 18 below shows the performance of SCP.

**Table 18: SCP Performance for FY2022/23**

SCP Level	B/Forward	Registered	Completed	Pending	Clearance Rate (%)	Disposal Rate (%)	Total Value Recovered
Demand Notice	4,678	15,696	17,098	2,464	109	84	3,057,581,852
Claim Level	1,852	5,267	4,994	2,125	94.8	70.2	13,369,691,904
<b>Total</b>	<b>6,530</b>	<b>20,963</b>	<b>22,092</b>	<b>4,589</b>	<b>105</b>	<b>80</b>	<b>16,427,273,756</b>

The total value of claims recovered have increased from **UGX 14,361,149,224** in FY 2021/22 to **UGX 16,427,273,756** in FY 2022/23. This can be attributed to the rollout of the SCP to other Magistrates Courts and effective sensitisation efforts.



### (a) Small Claims Procedure Review Meeting

SCP review meeting was organised to promote peer review, share best practices and learn the delivery of the SCP. It was attended by the SCP Implementation Committee, Judiciary Administration and SCP implementers (both upcountry and Kampala-based). In addition, an Annual SCP Review Meeting and the first ever region-based SCP review meetings in Masaka and Soroti High Court Circuits were also organised to exchange experiences and discuss challenges they face in implementing the procedure.



*Members of the SCP Implementation Committee take a group picture with Magistrate Grade ones during the meeting*



*The representative of the Principal Judge, His Lordship Musa Sekaana launching the SCP Annual Performance Report for the FY 2022/23*



## (b) Court-based coaching sessions

Court-based coaching sessions were held to provide guidance and skill enhancement targeting identified gaps in SCP case and data management processes from a practical perspective, based on the unique challenges faced at each station. The coaching sessions improved efficiency leading to improved SCP implementation. They were conducted at Masaka, Masaka City, Kyanamukaka, Mbirizi, Bukomansimbi/Butenga, Kalungu, Lukaya, Nabweru, Mengo, Nansana, Makindye, Kitgum, Pader, Hoima, Buliisa, Masindi, Yumbe, Moyo, Adjumani, Koboko, Maracha, Arua CM, Arua City, Nebbi, Pakwach, Gulu, Patongo, Nwoya, and Amuru Magistrates Courts.



*The Assistant Registrar in charge SCP, HW Mulondo Mastula, coaching Judicial Officers at Gulu CM Court*

## (c) Rollout of Small Claims Procedure in courts.

The Registry for SCP is mandated to coordinate the rollout of SCP to courts across the country. This is in a bid to enhance access to justice for the small and medium business owners and to bring services close to the people. SCP was rolled out to the courts of: Maracha, Arua City, Pakwach, Masaka City, Bujuku, Kateera, Kagango, Rubaare, Nyarushanje, Lamwo, Atanga, Kalongo, Kyiterera, Kigandalo, Kyangwali, Buseruka, Mateete, Ntuusi, Lwemiyaga, Baitambogwe, Busesa, Tororo Municipal, Kisoko and Nagongera Magistrate Courts.

The rollout ceremonies were presided over by the Resident High Court Circuit Judges and District Local Government officials, local council leaders, members of the Justice, Law and Order fraternity in the districts of jurisdiction.





The Chairperson SCP Implementation Committee Hon Justice Geoffrey Kiryabwire handing the SCP rules to the Officer in Charge of Bujuuko Police.



The Assistant Registrar in charge SCP addressing the people of Nagongera



The Resident District Commissioner Sheema District, Mrs Muhindo Pretoria Mwine handing over the Demand Notice Register to the Grade One Magistrate of Kagango Magistrate Court, HW Mwali Stella.



A participant asking during the question and answer session at the SCP Launch at Baitambogwe Magistrate Court .

## (d) SCP Support Supervision

The SCP Registry undertook quarterly support supervision aimed at identification of gaps in SCP case management, data management, staffing and awareness of the SCP. It mainly focused on the condition and usage of case registers, staff in charge of SCP, availability of SCP statistics, and the availability and usage of the SCP Court Case Management System, among others. The inspection was conducted in the courts of: Kamuli, Buyende, Kagoma, Bugembe, Kakira, Kangulumira, Kayunga, Nakifuma, Lugazi, Buikwe, Ntenjeru, Mukono, Goma, Bududa, Bubulo, Mbale, Bulambuli, Sironko, Budaka, Pallisa, Bugiri, Namayingo, Busia, Malaba, Tororo, Mulanda, Butaleja, Buwama, Gomba, Butambala, Mpigi, Nakasongola, Nakaseke, Luwero and Semuto.

## 7.3 Mediation

Mediation is one of the mechanisms the Judiciary promoted to reduce caseload in the justice system.

### (a) Performance of courts

A total of **1,250 cases** were mediated to conclusion out of the **2,210 caseload**. At the close of the financial year, **960 cases** were pending. A breakdown of performance is shown in Table 19 below.

**Table 19: Court Performance in Mediation for FY2022/23**

S/No	Court Level	Mediation Category	Brought Forward	Registered in FY	Completed	Pending
1	Court of Appeal/ Constitutional Court	Civil	75	94	35	134
2	High Courts ( Circuits and Division)	Commercial	29	85	87	27
		Civil	329	87	186	230
		Family	15	25	30	10
		Land	104	767	498	373
3	Chief Magistrate Courts	Civil	60	75	98	37
		Family	1	25	18	8
		Land	5	101	95	11
4	Magistrate Grade I Courts	Civil	87	80	73	94
		Family	0	10	5	5
		Land	27	129	125	31
<b>Total</b>			<b>732</b>	<b>1,478</b>	<b>1,250</b>	<b>960</b>

Source: Court Case Performance Report for FY2022/23

## (b) Mediation skills training

Training in mediation skills was conducted in selected High Court Circuits of Luwero and Iganga to equip various stakeholders (Judicial officers, cultural, religious and civic leaders) with sufficient knowledge on the process and conflict resolution. The training also aimed at expanding the pool of mediators available to undertake mediation both as court-accredited mediators and in the communities at large. The trained mediators aided courts in the disposal of cases and were instrumental in the settlement of conflicts in their communities.

The training covered various topics including: Causes of conflict; the conflict path; appropriate ways to manage conflict; personal ways of managing conflict; the styles and benefits of mediation; ethics and legal issues associated with mediation; and the use of communication during mediation. Members were also taken through the different types of negotiation, the negotiation skills and techniques of handling difficult situations during mediation were also handled, as well as the techniques of managing diversity and detailed provisions of the Judicature (Mediation) Rules 2013, which guide the mediation process, lay principles of mediators, roles of parties, advocates and the mediators.

The Luwero Mediation Skills Training was attended by 36 stakeholders of whom 75% were male and 25% female. The Iganga Mediation Skills Training was attended by 54 stakeholders (57% male and 43% female), from the areas of Iganga, Kaliro, Luuka, Namayingo, Bugiri, Mayuge, Nyenga, Kamuli and Namutumba.

## (c) Stakeholder engagements on mediation

Stakeholder engagements were held in selected High Court Circuits of Tororo, Lira, Hoima, Masindi, and Fort Portal to assess the level of adherence to the Judicature (Mediation) Rules of

2013 and the newly amended Civil Procedure Rules (CPR) 2019; share best practices on mediation; and identify challenges hampering the implementation of mediation. The engagements were also for improving coordination and cooperation between the Mediation Registry and the subordinate courts. Key findings and challenges profiled in the stakeholder engagements on the application of mediation as an ADR mechanism were in regard to:

- (i) **Notification of parties for mediation.** Whereas the Judicature (Mediation) Rules of 2013 require the court to notify the parties of the commencement date of mediation sessions within 14 days after completion of pleadings, it was noted that parties were in most cases notified after the expiry of the specified time limits.
- (ii) **Mediation skills training.** The majority of the judicial officers and mediators had been trained in mediation by the Judiciary but only a few openly expressed interest in handling mediation at the courts. There was also evident need to carry out some refresher trainings in most of the High Court Circuits.
- (iii) **The reducing keenness of parties to mediation.** In many High Court Circuits mediators reported a drop in keenness to mediation, largely attributed to the 2019 amendment of the CPR Rules that made it optional.
- (iv) **Low submission of mediation returns.** Only a few courts submitted monthly mediation case statistics through the Court Case Administration System (CCAS) and to the Mediation Registry. This made it difficult to establish the overall impact and performance of mediation in the courts.

**(v) Limited number of court-accredited mediators.** A number of courts visited had few or no court-accredited mediators. Mediation at most of the stations was done by judicial officers.

**(vi) Low motivation amongst mediators.** Court-accredited mediators were largely unmotivated and this was pointed out as a threat to implementation of mediation. Although court accredited mediators were appointed on a pro-bono basis, the operational costs for their services such as stationery, some allowances and transport were expected to be met by the court.

**(vii) Absence of a regulatory framework to guide on fees for mediation.** It was reported that mediators were consequently charging high fees purportedly as costs for their services and this had contributed to the low turn up in mediation.

**(viii) Many pending files for mediation in the courts.** Some of the courts visited had mediation matters which had gone beyond the sixty days as mandated by law and this caused case backlog.

**(ix) Lack of a proper reporting framework for mediation matters in the courts.** Matters completed through Mediation were not properly reflected in the court returns. This impacted on obtaining full statistics on mediated cases.

Several recommendations were made during the engagements with judicial officers, advocates, court staff and mediators in the stations visited, as highlighted below:

- (i) Reinstating the mandatory clause for mediation in all civil matters
- (ii) Conducting refresher training for court-accredited mediators
- (iii) Streamlining mediation training amongst other actors
- (iv) Continuous sensitisation of the public on mediation
- (v) Establishing a regulatory framework for fees payable to mediators
- (vi) Networking with NGOs and other agencies
- (vii) Increasing funding for mediation activities
- (viii) Providing more space or utilising available spaces for mediation activities at the courts
- (ix) Conducting more field visits
- (x) Developing a register and database for mediators
- (xi) Appointing more court-accredited mediators at the courts
- (xii) Conducting pre-mediation briefings
- (xiii) Adherence to mediation timelines
- (xiv) Submitting timely monthly returns
- (xv) Ensuring more professionalism among the mediators.







# 08

## STRENGTHENING LEGAL AND REGULATORY FRAMEWORK

The Judiciary continued its efforts toward strengthening its legal and regulatory framework provided under Chapter 8 of the Constitution of Uganda. The focus was on fast-tracking the operationalisation of the AJA and reviewing rules and practices to strengthen the independence of the Judiciary; as well as improve access to justice, public confidence and trust in Judiciary services.

The Law Reform Committee of the Judiciary, chaired by the Hon. Principal Judge, made proposals on the necessary reforms in the law for approval by the Rules Committee, which is chaired by the Hon. the Chief Justice. The Law Reform Committee, with membership from within and outside the Judiciary, undertook research and consultations to draft the following laws and rules:

- a. **The Judicature (Amendment) Bill, 2023:** A Bill to amend the Judicature Act cap. 13 to provide for the enhancement of the number of Justices of the Court of Appeal from 15 to 56 and Supreme Court Justices from 11 to 21.
- b. **The Judicature (Court Fees) Rules, 2023:** To revise the fees payable for different Court services and make them more realistic to contemporary justice service demands.
- c. **The Magistrates Courts (Amendment) Bill, 2023:** A Bill to amend the Magistrates Courts Act to provide for enhancement of jurisdiction of Chief Magistrates and Magistrates Grade One courts in a bid to reduce the workload at the High Court level and in the long run as a tool to fight case backlog.
- d. **The Judicature (Management of Exhibits) (Practice) Directions, 2023:** A comprehensive guide to the Courts, the court staff, the police, the lawyers and the litigants on how to preserve, conserve and safely store and tender exhibits before the courts of law.
- e. **The Judicature (Court of Appeal) (Amendment) Rules, 2023:** An amendment to the Court Rules to provide for modern case management processes, to review the court fees charged and the lawyers' fees; to make them relevant to the current economic situation and to harmonise the same with other existing laws on the subject.
- f. **The Judicature (Supreme Court) (Amendment) Rules, 2023:** An amendment to provide for modern case management processes, to review the court fees charged and the lawyers' fees; to provide for contemporary justice service demands and to harmonise the same with other existing laws on the subject.
- g. **The Judicature (Cases of Persons with Disabilities), Rules, 2023:** to ease access to justice by the physically challenged persons, through making courts adaptable to their needs and improvising services such as sign language interpretation, braille service, ramps, lifts, etc.
- h. **The Judicature (Electronic Filing, Service and Virtual Proceedings) Rules, 2023:** These are rules intended to officially operationalise the use of ECCMIS in the Courts of Judicature and to guide the procedure for filing, service and virtual hearing of cases, among others.
- i. **The Judicature (Designation of High Court Circuits) Instrument, 2023:** This instrument is to provide for an increase of High Court Circuits from the current 20 to about 40; strategically located in all corners of Uganda to ease access to justice services across the Country.
- j. **The Magistrates Courts (Magisterial Areas & Magistrates Courts) Instrument 2023:** This Instrument is to provide for establishment of Chief Magistrates Courts at every District and Magistrate Grade One Courts at every county constituency in Uganda to ease access to justice services across the Country.

- k. **The Constitution (High Court Environment and Infrastructure Division) (Practice) Directions, 2023:** This Instrument will provide for the establishment of a specialised High Court Division adequately equipped to expedite the management and disposal of environmental cases and cases impeding major infrastructural developments in the country.
- l. **The Administration of the Judiciary (Judicial Training Institute) Regulations, 2023:** These Regulations provided for the establishment and management of the JTI including its operations, faculties and awards.
- m. **The Administration of the Judiciary (Judiciary Service) Regulations, 2023:** These Regulations provide a comprehensive guide to the Judiciary Service from entry to exit; including advertising for positions, interviews, appointment, promotions, leave, discipline, death, retirement and pensions, among others.
- n. **The Administration of the Judiciary (Establishment of Committees) Regulations, 2023.**
- o. **The Administration of the Judiciary (Inspectorate of Courts) Regulations, 2023**







# 09

## COURT INSPECTIONS

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The Inspectorate of Courts, under the leadership of the Chief Inspector of Courts, carried out its functions in accordance with its mandate under Section 9 of the AJA to:



- (i) Receive and process internal and external complaints against any staff of the Judiciary Service;
- (ii) Investigate cases of maladministration of justice or any matter within its mandate;
- (iii) Examine and take custody of any judicial and administrative records necessary for its investigations;
- (iv) Recommend remedial action as appropriate during inspections;
- (v) To correct cases of maladministration in the Judiciary;
- (vi) Interface with and sensitize stakeholders and the general public on the administration of justice; and
- (vii) Enforce the Judicial Code of Conduct and the Public Service Code of Conduct in the Judiciary.

A total of 157 Courts were inspected and 563 complaints investigated as shown in Table 20 below:

**Table 20: Inspections and complaints management based on planned output**

<b>No.</b>	<b>PLANNED OUTPUT</b>	<b>ACTUAL OUTPUT</b>	<b>REASON FOR VARIANCE</b>	<b>COMMENT</b>
1	148 countrywide inspections carried out in all regions of Uganda in accordance with Inspectorate Checklist.	157 courts inspected	Additional Inspectors at the Inspectorate	Performance was about 92%
2	720 complaints investigated	563 complaints investigated	590 complaints were registered	590 complaints registered 563 were investigated and appropriate remedies implemented. Only 27 are pending.
3	12 Judiciary Disciplinary Committee meetings held	6 meetings held	Expiry of term of office for the Committee	Performance was affected by factors beyond the control of the Inspectorate.
4	4 Judiciary Integrity Committee meetings held	No meeting held	Expiry of term of office of previous Committee and new Committee not yet constituted by the Chief Justice.	Performance was affected by factors beyond the control of the Inspectorate.

The complaints were successfully addressed administratively while others are to be forwarded to the Disciplinary Committee once it is constituted. Some complainants were given legal advice on how to appropriately address their complaints.

The factors that contributed to the achievements registered by the Inspectorate of Courts included:

- (i) Deployment of more Registrars to the Inspectorate which addressed the previous challenge of shortage of staff.
- (ii) The specialised training of Inspectors in investigative skills.
- (iii) Provision of new vehicles to solve the transport problem.
- (iv) Stakeholder engagements during Court Open Days.
- (v) Trainings facilitated by both external and internal resource persons.
- (v) Regular meetings of Inspectors with the Chief Inspector of Courts and Chief Registrar.





# 10

## ACCESS TO REFERENCE MATERIALS

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### 10.1 Equipping and retooling of libraries

Through equipping the libraries, the Judiciary ensured that Judicial Officers were kept abreast of reforms in the law and had access to laws and legal materials to make them competent in dispensing justice to all seeking judicial services.

The Judiciary had 27 established libraries at the Supreme Court, Court of Appeal, Commercial Division, Anti-Corruption Division, the Judicial Training Institute, the High Courts in Kampala, Kabale, Fort Portal, Arua, Gulu, Lira, Soroti, Mbarara, Masindi, Mbale and Jinja, and the Chief Magistrates Courts at Buganda Road, Mengo, Mbarara, Kabale, Kasese, Fort Portal, Luwero, Nebbi, Arua, Gulu, Lira, Soroti, Masindi, Mbale, Iganga and Jinja.

The Judiciary procured and equipped libraries with the following materials:

- i. 8 sets of The Laws of Uganda (Acts / Red volumes)
- ii. 8 sets of The Laws of Uganda (Statutory Instruments / Blue volumes)
- iii. 1 set of The East African Law reports
- iv. 5 pieces of The Grey Book (Criminal)
- v. 1 piece of The Black's Law Dictionary
- vi. 1 copy of The Constitution of the Republic of Uganda 1995
- vii. 151 copies of the Uganda Civil Justice Bench Book
- viii. 151 copies of the Uganda Criminal Justice Bench Book
- ix. 1 copy of Odunga's Digest on Civil Case Law and Procedure
- x. 1 copy of The Civil Procedure in Uganda 2nd Edition by Hon. Mr. Justice Musa Ssekaana
- xi. 3 sets of the Law Reports (Chancery Division)
- xii. 60 copies of the Administration of Judiciary Act
- xiii. 52 copies of the Civil Practice Legislations.
- xiv. 52 copies of the Criminal Practice Legislations
- xv. 1 copy of the Civil Procedure Rules
- xvi. 60 copies of the Judicial Code and Magistrates Act
- xvii. 1 copy of the Compendium of Election Legislation
- xviii. 1 copy of the Succession Act
- xix. 1 copy of the Good News Bible
- xx. 1 copy of the Quran
- xxi. 1 set of the Halsbury's Laws of England for Supreme Court
- xxii. 1 copy of the Interpretation Act for Busia Grade One Court

In addition, 26 Libraries were inspected; and 36,652 copies of the Uganda Gazette with Supplements were collected, sorted and distributed.

## 10.2 Uganda Legal Information Institute (ULII)

The Uganda Legal Information Institute (ULII), is the Judiciary's fully-fledged Law Reporting and Documentation Department that manages law reporting on Uganda case law, legislation, gazettes, statutory instruments, ordinances, and bills. On average, the main site, which had been undergoing migration since March 2023, received 261 users per minute. It was made more user-friendly, catalogued and organised with improvements in case collection and digitisation of the reading materials received at the documentation centre. Tables 21 and 22 below show the increase in digitisation in the FY 2021/2022 and FY 2022/2023.



**Table 21: Summary of ULII case digitisation performance for FY 2021/2022 and FY 2022/2023**

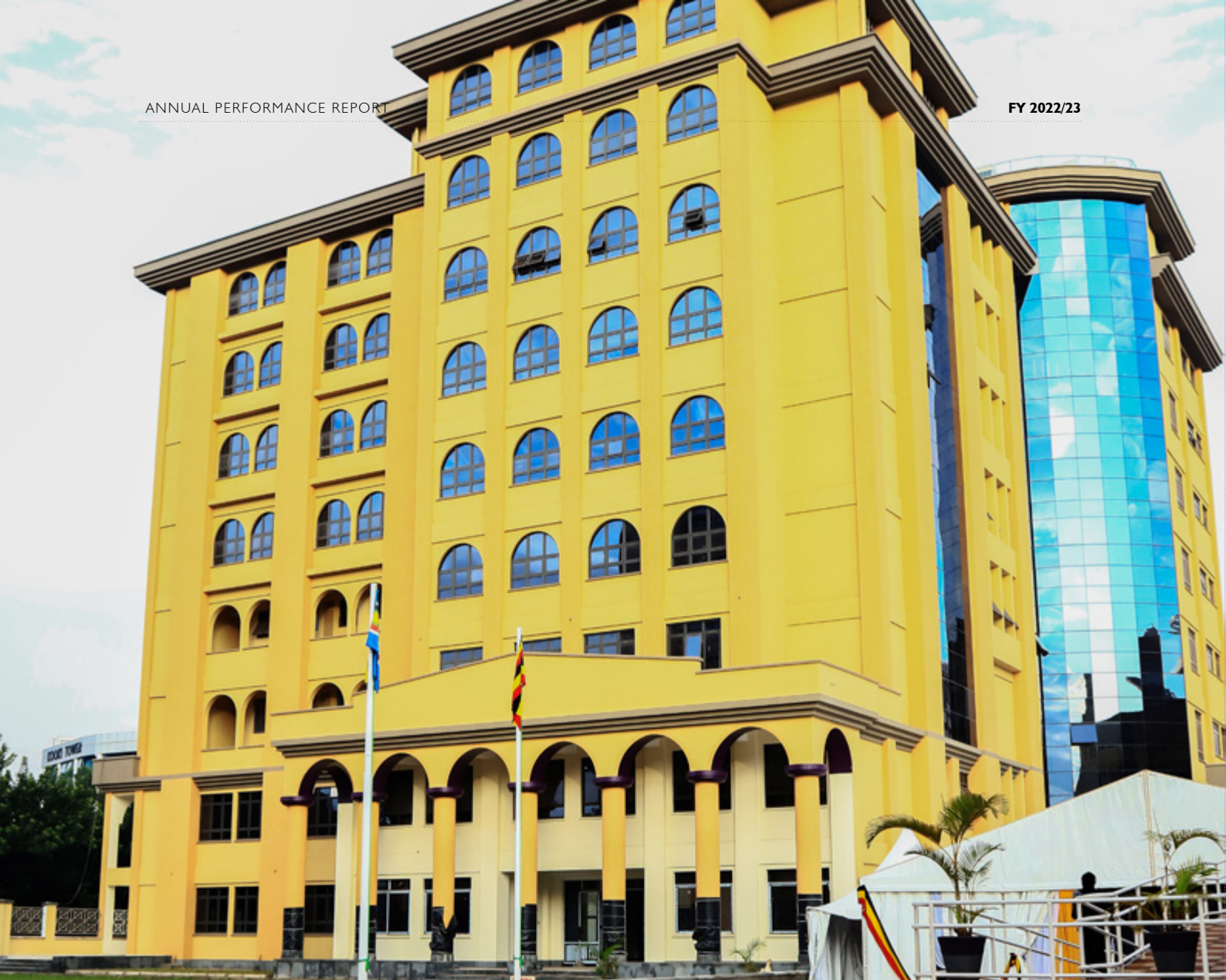
<b>APEX COURTS</b>	<b>F/Y 2021-2022</b>	<b>F/Y 2022-2023</b>
Supreme Court of Uganda	86	12
Court of Appeal of Uganda	222	145
Constitutional Court of Uganda	12	33
<b>HIGH COURT</b>		
Civil Division	271	362
Criminal Division	60	72
Family Division	11	25
Land Division	203	327
Anti-corruption Division	15	10
Election Petitions of Uganda	48	12
International Crimes Division	0	05
Commercial Court of Uganda	121	54
Industrial Court of Uganda	52	33
High Court Circuits	45	133
<b>TRIBUNALS</b>		
Leadership Code Tribunal of Uganda	0	0
Equal Opportunities Commission	0	0
<b>CADER</b>	<b>0</b>	<b>0</b>
Tax Appeals Tribunal	23	12
<b>PPDA</b>	36	25
<b>TOTAL</b>	<b>1,205</b>	<b>1,260</b>

**Table 22: Summary of ULII legislation digitisation performance for FY 2021/2022 and FY 2022/2023**

<b>LEGISLATIONS</b>	<b>F/Y 2021-2022</b>	<b>F/Y 2022 - 2023</b>
Gazettes	58	38
Statutory Instruments	92	55
Bills	36	15
Acts	36	02
Legal Notices	13	0
Practice Directions	0	0
Ordinances	03	0
<b>TOTAL</b>	<b>238</b>	<b>110</b>

### **10.3 Resources for online legal research**

The Judiciary subscribed to AFRICAN LII for its continued technical services to the Uganda Legal Information Institute (ULII). A total of 487 licences were procured from LEXISNEXIS. These licences are allocated to judicial officers to enable them access the LEXISNEXIS online databases for legal research materials.



# 11

## EQUITABLE ACCESS TO JUDICIARY SERVICES

The Judiciary sought to improve physical access to Judiciary services and proximity to courts; increase functional access and promote people-centred court services and processes. This was done through acquisition of land, construction of courts, renovation of court premises, furnishing and equipping them with child-care facilities.

## 11.1 Physical access to Judiciary services

### (a) Acquisition of land and processing of land titles

The Judiciary conducted boundary opening, field reconnaissance, as well as obtained coordinates and sketch plans for 28 pieces of land. The processing of land titles for the 28 pieces of land shall be completed in the FY 2023/24.

### (b) Construction of Courts

With support from GoU, the Judiciary was able to construct and maintain some of its buildings. With the GoU funding of **UGX. 159.23 billion** for the construction of the Supreme Court, the Court of Appeal and other courts, the Judiciary made significant progress in FY2022/23 as follows:

- (i) The Supreme Court Building as well as the Court of Appeal were in final stages of completion;
- (ii) Soroti High Court was at second-floor walling;
- (iii) Rukungiri High Court was at the plastering stage;
- (iv) Tororo High Court was pending approval from the Solicitor General;
- (v) Alebtong CM Court was at the roofing and finishing stage;
- (vi) Lyantonde CM Court was at the plastering and fitting of windows stage;
- (vii) Budaka CM Court was at the painting stage, tiling and external works;

(viii) Abim G I Court Block A was at the roofing stage while Block B was at the substructure level;

(ix) Karenga G I Court was at the roofing stage;

(x) Patongo was at the finishing stage with painting and tiling works ongoing;

(xi) The rehabilitation of Nabilatuk G I Court was ongoing at painting stage; and

(xii) The expansion of Moroto CM Court was at painting stage.

### (c) Renovation and maintenance of court premises

The Judiciary adopted the approach of systematic renovations and repairs, which was successful and appreciated by the users. Renovations were carried out and completed in the following courts: Tororo CM, Soroti CM, Kamuli CM, Otuke G I, Kalongo G I and Nakawa CM Courts, Gulu High Court and CM courts, Mbale High Court and Chief Magistrate courts, Pader CM Court and Katakwi CM Court. Repair works were also done at the Commercial Court.





Ongoing construction of Patong GI Court



Pader CM Court and staff Houses



Kalongo GI Court

Renovations were still ongoing at Kumi CM Court, Mubende High Court and CM Court, Moroto High Court and CM Court, Nakasongola and Oyam CM Court, Nabilatuk GI Court. Renovations of Bushenyi CM Court was still at procurement stage.



## 11.2 Status of court premises

Of the 257 court premises that were inspected, 191 were in good condition while 28 were dilapidated, especially those hosted in buildings belonging to Local Governments or traditional institutions. Another 38 courts required renovation. Table 23 below shows the status of courts.

**Table 23: The Status of Court buildings**

Status of Court buildings	Number
In Good Condition	191
Require renovation	38
Dilapidated	28
<b>Total</b>	<b>257</b>

The Judiciary will continue mobilising resources and stakeholders to ensure rehabilitation and renovation of all court premises that are dilapidated so as to improve physical access to Judiciary services.

## 11.3 Breastfeeding and children's play rooms

The Judiciary established 9 breastfeeding and children's playrooms in Gulu HC, Land Division and CM Courts at Kapchorwa, Mukono, Entebbe, Kamuli, Fort Portal, Mayuge and Mbale. The child care centres have baby care rooms where breastfeeding, expressing of milk, changing diapers, and putting babies to rest take place as well as children's waiting rooms where children play and get entertained with educational materials.

## 11.4 Courts and offices equipped with adequate furniture

Furniture was procured for 2 Justices of the Court of Appeal; 12 Judges of the High Court; Luweero High Court, Criminal, Commercial, Civil, Land and Family Divisions, the Chief Magistrates at Makindye, Nakawa, Buganda Road and Kumi; GI at LDC, Kyanika, Bunagana and Kasangati; the chambers of the Deputy Chief Justice and the Chief Registrar; the Inspectorate of Courts, Registry of Research, Planning and Development, Human Resource Management Department, Engineering Department, and Transport Office.

## 11.5 Alternative sources of power installed at courts

Renewable energy (solar) systems were procured and installed in 10 Courts including CM Courts at Kaberamaido, Bundibugyo, Nwoya, Buyende, Bugiri and Mitooma, as well as GI Courts at Ntungamo, Buyende, Aduku and Kole. Generators were supplied and installed at Kabale and Soroti High Courts, the LDC GI Court and Makindye CM Court.

The Judiciary had generators in 25 premises and repairs of generators were done at the High Courts of Kampala, Masaka, Fort Portal and Gulu; the CJ's residence in Makindye, the Commercial Court, Registry of Planning, Anti-corruption court and Mengo CM Court. Servicing of air conditioners was also carried out at all Kampala courts including the High Court, Commercial Court, and Mukono, Lira and Arua High Courts.



# 12

## FUNCTIONAL ACCESS TO JUDICIARY SERVICES AND PROXIMITY TO COURTS

The Judiciary strived to eliminate the barriers hindering access to justice by ensuring easy accessibility to courts; simplifying court procedures for court users; and ensuring access to Judiciary services for all especially the vulnerable and marginalised groups such as People with Disabilities (PWDs), children and women.

## 12.1 Re-gazetting of Magisterial Areas and designation of more High Court Circuits

### (a) The Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2023.

The process of re-gazetting Magisterial Areas commenced in October 2021 with the intent to re-organise Magisterial Areas and Magistrates Courts as designated in the Magistrate Courts (Magisterial Areas) Instrument, 2017 in order to properly realign them with the prevailing circumstances at the respective district, city and county/constituency levels. The process involved the constitution of a taskforce to execute the exercise; field surveys and consultations with various stakeholders including Judicial officers, regional and district leaders as well as political leaders from the proposed areas; followed by taskforce meetings to review the field findings and draft the new Magisterial Areas Instrument.

The draft Magistrates Courts (Magisterial Areas) Instrument was reviewed by the Taskforce in November 2022 and forwarded to the Judiciary Council which discussed it on 30th March 2023 and recommended amendments. The revised draft was subsequently re-submitted to the Judiciary Council for approval.

### (b) Development of the Judicature (Designation of High Court Circuits) Instrument 2023

For effective operation and delivery of justice to the people of Uganda, the Judiciary embarked on an exercise to increase coverage and proximity of High Court Circuits across the country. A taskforce was constituted in February 2023 to draft the Judicature (Designation of High Court Circuits) Instrument 2023 and commenced consultations in March 2023 in selected regions and districts, focusing on

various parameters including distance, caseload, availability of basic facilities, population, proximity with other justice institutions and availability of land.

The phased consultations were concluded in June 2023 after which a consolidated field report and draft instrument were prepared for review by the Taskforce at a retreat planned for August 2023.

### (c) Enhancing pecuniary jurisdiction of Magistrates

The current civil jurisdiction of Magistrates Courts was introduced through the Magistrates Courts (amendment) Act, No. 7 of 2007, which limited the Chief Magistrate Court to handle civil disputes of a value not exceeding **UGX 50 million** and a Magistrate Grade 1, a value not exceeding **UGX 20 million**. The substantial growth of Uganda's economy and population from the period of amendment of the Act to date and the need to promote efficiency and effectiveness in administration of justice necessitated revision of the Act to enhance the pecuniary jurisdiction of magistrates.

Consequently, in 2021, the Judiciary constituted a sub-committee to conduct a study on proposals for enhancement of the jurisdiction for Magistrates Courts to further justify the need for the revision. The team reviewed the Magistrates Court Act Cap 16, in light of the reasons for enhancement of the jurisdiction in that period. It also undertook a nationwide statistical analysis of cases before all the High Court Circuits and Magistrates Courts to establish the impact of the amendment on the number of cases that would move from the High Courts to the Magistrates Courts. The findings were presented to the Law Reform Committee and adopted. A proposal to increase the Pecuniary Jurisdiction of Chief Magistrates to UGX 200 million and that of Magistrates Grade 1 to 100 million was prepared in June 2023 and submitted to the Chief Justice for onward submission to the Attorney General to proceed with the amendment of the Magistrates Court Act.





# 13

## USE OF ICT IN THE ADMINISTRATION OF JUSTICE

### 13.1 The Electronic Court Case Management Information System (ECCMIS)

#### (a) Roll-Out and maintenance of the Electronic Court Case Management Information System (ECCMIS)

The ECCMIS is a comprehensive IT-based system that automates the entire lifecycle of a court case, starting from the e-filing of a case to its e-archival. It is designed to align with the Judiciary's business processes, streamlining and enhancing the efficiency of court operations.

In the FY 2022/23, the ECCMIS was successfully rolled out to Luweero High Court, enabling digital case management and reducing reliance on traditional paper-based processes. It was effectively maintained and utilised in seven court stations, including the Supreme Court, Court of Appeal/Constitutional Court, Divisions of Anti-Corruption, Land, Civil, and Commercial, and Mengo Chief Magistrates Court. The ECCMIS streamlined court processes, automating the entire case life cycle from e-filing to e-archival, and demonstrated the Judiciary's commitment to modern technology for improved efficiency and access to Judiciary services. Table 24 shows courts where roll out has been completed.

**Table 24: Roll out of ECCMIS to Courts**

<b>S/No.</b>	<b>Court Name</b>	<b>Status</b>
1.	Supreme Court	Rollout Completed
2.	Court of Appeal/ Constitutional Court	Rollout Completed
3.	Land Division	Rollout Completed
4.	Commercial Division	Rollout Completed
5.	Civil Division	Rollout Completed
6.	Anti-Corruption Division	Rollout Completed
7.	Luweero High Court	Rollout Completed
8.	Mengo Chief Magistrates Court	Rollout Completed

**Table 25: Courts where roll out of ECCMIS was in progress**

<b>S/No.</b>	<b>Court Name</b>	<b>Status</b>
1.	Criminal Division	Rollout In-progress
2.	International Crimes Division	Rollout In-progress
3.	Buganda Road Chief Magistrates Court	Rollout In-progress
4.	Standards, Utilities and Wildlife Chief Magistrates Court	Rollout In-progress



**Table 26: Proposed courts for the roll out of ECCMIS**

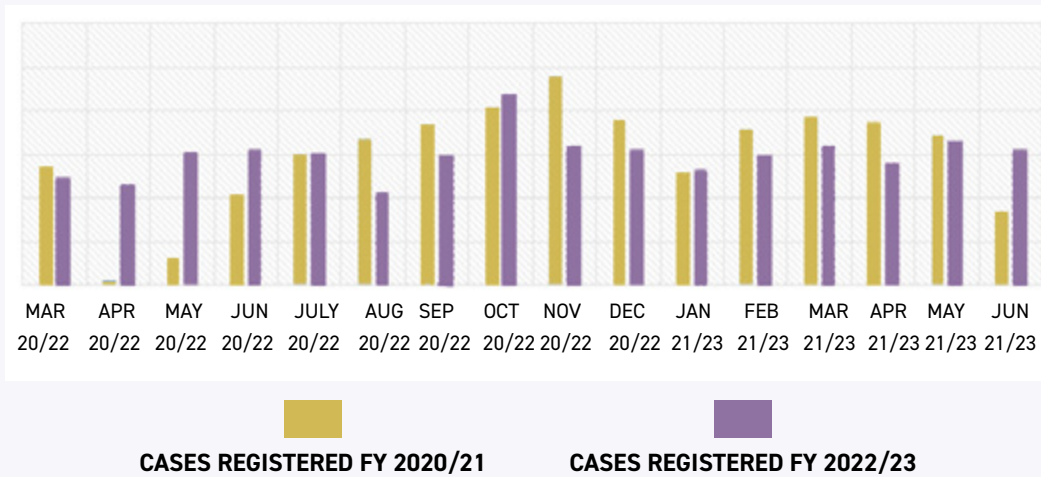
<b>S/No.</b>	<b>Court Name</b>	<b>Status</b>
1.	Family Division	Pending
2.	Makindye Chief Magistrates Court	Pending
3.	Nakawa Chief Magistrates Court	Pending
4.	LDC Magistrates Court.	Pending
5.	Entebbe Chief Magistrates Court	Pending
6.	Nabweru Chief Magistrates Court	Pending
7.	Kiira Chief Magistrates Court	Pending
8.	Kasangati Chief Magistrates Court	Pending
9.	Wakiso Chief Magistrates Court	Pending
10.	Kajjansi Chief Magistrates Court	Pending
11.	Entebbe Chief Magistrates Court	Pending
12.	Jinja High Court	Pending
13.	Jinja Chief Magistrates Court	Pending
14.	Bugembe Magistrates Court	Pending
15.	Kakira Magistrates Court	Pending
16.	Kagoma Magistrates Court	Pending

**b) The achievements of ECCMIS**

**i) Increased Case Registration/Filing**

There has been an increase in case registration by a total of 289 cases (comparing the years before and after the launch of the ECCMIS) that can be attributed to the convenience created by ECCMIS to the parties filing cases. It is now very easy to register a case without coming to court and travelling to the bank for payment of court fees. The increase is illustrated in Figure 13 below.

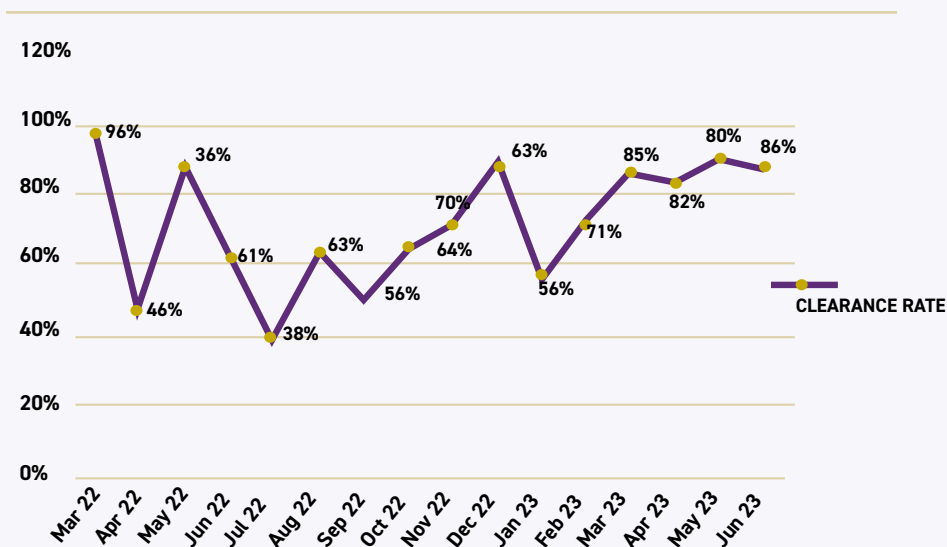
**Figure 13: Comparison of cases registered before and after the launch of ECCMIS in the Cluster One Courts**



**ii) Increased case clearance rate on ECCMIS**

There has been an increase in the case clearance rate due to ECCMIS. Apart from the months of July, 2022 and January, 2023 during which court was on vacation, the rest of the months show increased case clearance rates above 80%. This is shown in the Figure 14 below.

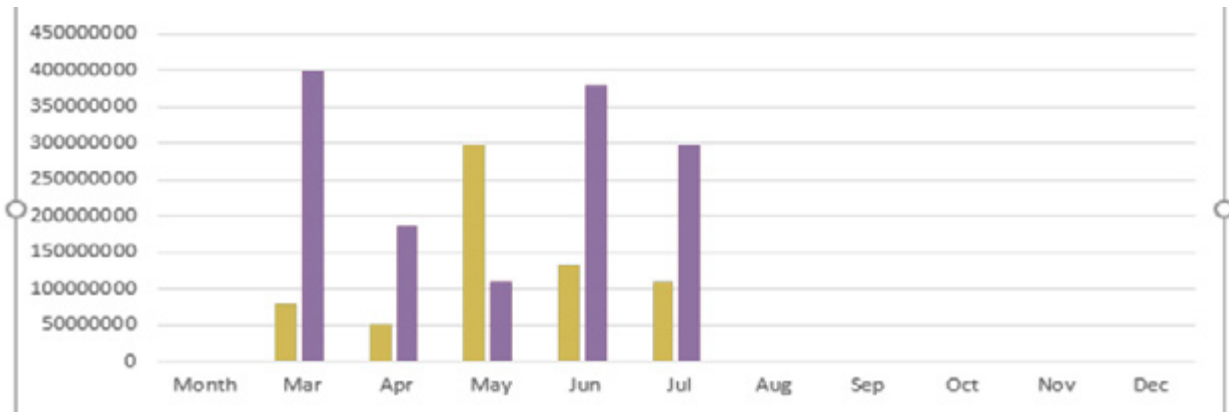
**Figure 14: Case clearance rate from 1st March, 2022 – 28th June, 2023**



**iii) Increased Non-Tax Revenue (NTR) Collection**

Figure 15 shows an increase in NTR collections (for the ECCMIS Cluster One courts) during the period 1st March, 2022, and 31st July, 2023. **UGX 400,514,207** was collected in March 2023, as compared to **UGX 80,280,578** collected in March 2022, when ECCMIS had just been rolled out. The increase can be attributed to the adoption of the E-Payment modes in ECCMIS.

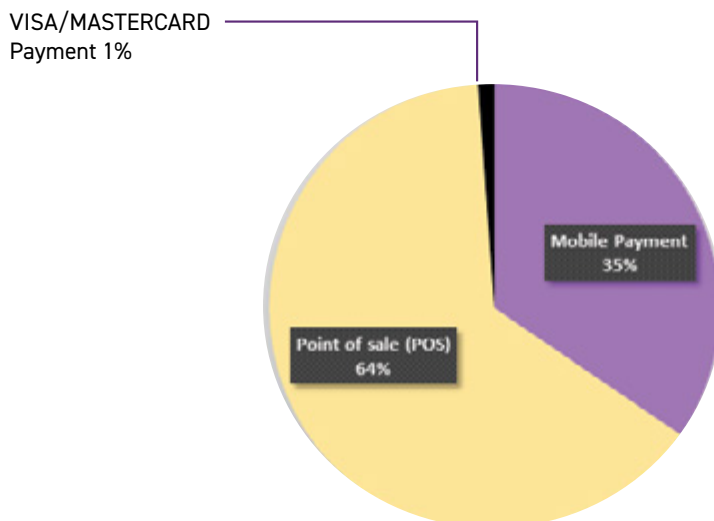
**Figure 15: Comparison in NTR collection in 2022 and 2023**



**iv) Increased Use of E-Payment for Court Fees**

The use of ECCMIS has reduced payment of court fees by cash and increased the use of mobile money and point of sale (PoS) modes. Figure 16 below shows how different payment modes have been used following the introduction of ECCMIS.

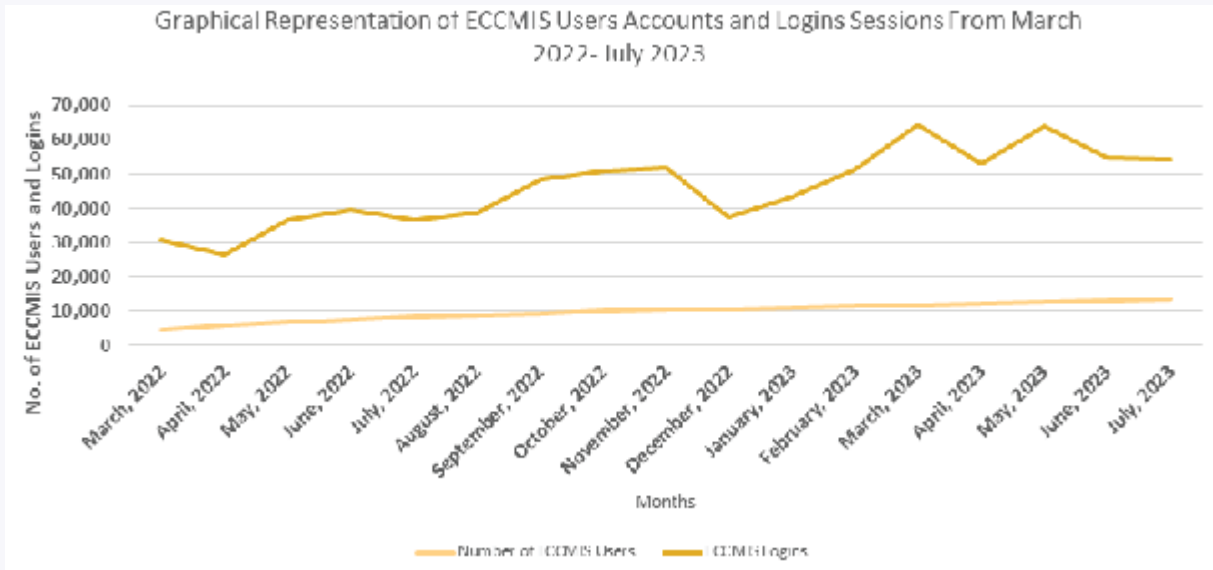
**Figure 16: Online modes of payment**



**v) Increased ECCMIS Users and ECCMIS User Logins/Usage**

The number of current ECCMIS user accounts has increased from 4,477 in March 2022 to 13,384 users, and user logins into the system have increased from 26,562 per month to 64,440. Figure 17 below shows the increase in both ECCMIS users and ECCMIS user logins.

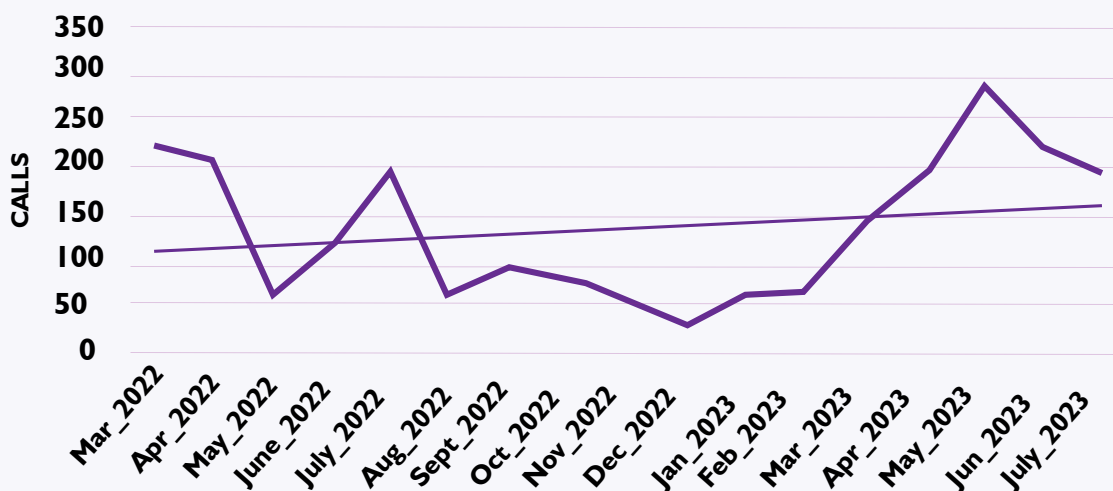
**Figure 17: Numbers of ECCMIS Users**



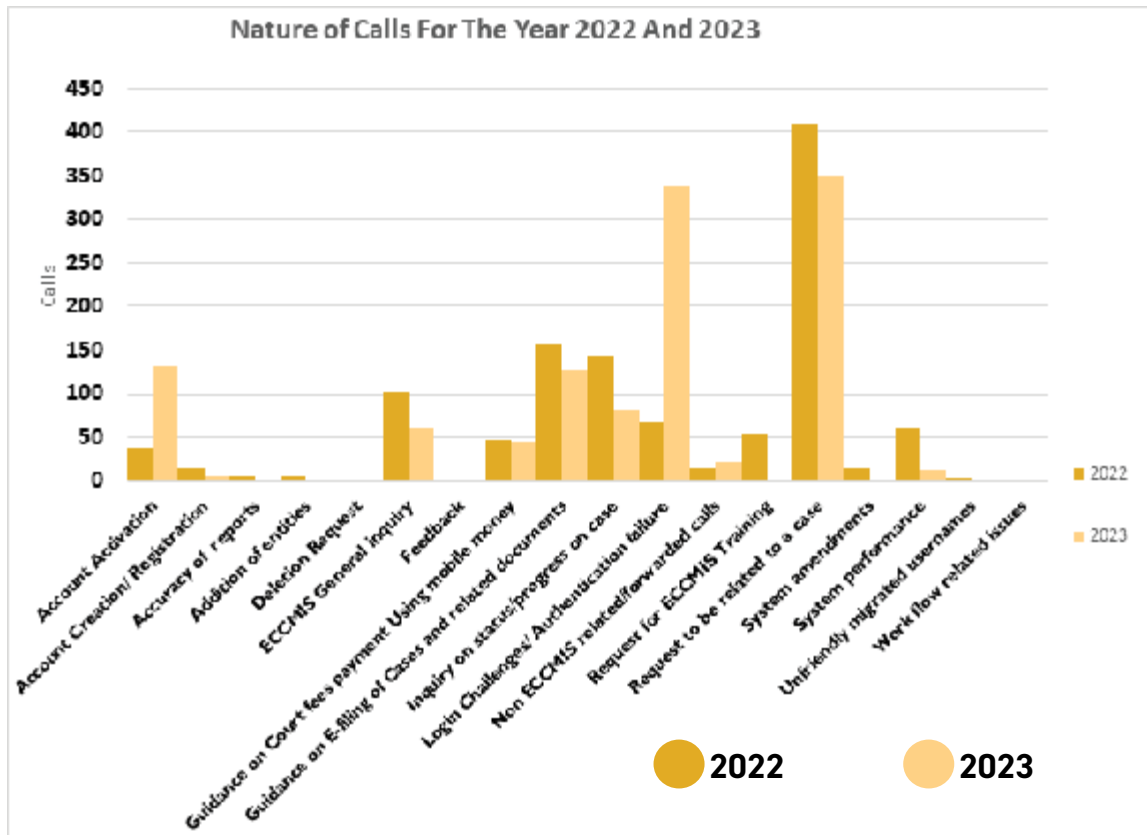
**vi) ECCMIS user calls per month and nature of calls received at the ECCMIS call centre**

The details are presented in Figures 18 and 19 below.

**Figure 18: ECCMIS user calls per month**



**Figure 19: Nature of calls received at the ECCMIS call centre**



**c) ECCMIS training for stakeholders**

Various stakeholders were trained on the operations of ECCMIS to ensure they were equipped with the necessary skills and knowledge to efficiently utilise the system. This significantly improved its effective use leading to its successful implementation and integration within the Judiciary's operations.

**13.2 Design, development and implementation of the Judgment Writing Tool**

The Judiciary embarked on developing a Judgment Writing Tool that will have access to the different laws, authorities with a designed easy-to-use template. It is expected to contribute to the efficient and effective reduction of case backlog

by lessening the time it takes Judicial officers to write their judgments/rulings. It will also readily avail the judgement/ruling to different parties. The process was expected to be completed in November 2024.

**13.3 Rollout of the Video Conferencing System**

The Judiciary installed 2 sets of Video Conferencing Systems which significantly improved the ability to conduct online hearings of cases, especially in areas affected by insecurity. They were installed at the Court of Appeal/Constitutional Court as well as the High Court Criminal Division.

Video conferencing technology allows for remote participation in court proceedings, enabling witnesses, legal representatives, and even Judges to join hearings virtually from different locations.



It is particularly valuable in areas where physical attendance in court may be challenging due to security concerns or other logistical reasons. The implementation of video conferencing systems has helped promote access to justice and the efficient handling of cases despite the challenges posed by insecurity in certain regions.

### **13.4 Digital Court Recording and Transcription**

Five sets of Court Recording and Transcription Systems were procured and installed in selected courts to improve operations, enhance efficiency, transparency and accountability in court proceedings across various locations. The systems were strategically deployed in the Supreme Court (2nd Court Room) and the High Courts at Tororo, Luwero, Hoima, Moroto, and Iganga. The systems play a crucial role in accurately capturing and preserving court proceedings, ensuring a reliable record of discussions, testimonies, and legal arguments.

### **13.5 Installation of internet links to court stations**

The Judiciary expanded its Local/Wide Area Network (LAN/WAN) Infrastructure and internet services to 14 court stations, including Mukono High Court, the Anti-Corruption Division, International Crimes Division, the CM Courts at Sembabule, Kiboga, Kayunga, Lugazi, Sironko, Apac, Kotido, Kasangati and Mayuge, as well as GI Courts at Nsangi and City Hall. This expansion improved communication, data sharing, and access to online resources, enhancing efficiency and connectivity in the justice system.

### **13.6 Installation of a Biometric Time-Attendance System**

In order to enhance attendance and time management in court stations the Judiciary installed the Biometric Time-Attendance systems

at three court locations, namely: Mpigi High Court and Chief Magistrates Court, Masaka High Court and Chief Magistrates Court, and Mbarara High Court and Chief Magistrates Court. The use of advanced biometric technology ensured accurate and reliable attendance records, promoting accountability and efficiency among court personnel.

### **13.7 Installation of computer accessories**

In the period under review, 14 photocopiers were installed in various court stations and chambers to streamline document processing. The court stations were: The Supreme Court, Court of Appeal/Constitutional Court, the High Courts at Kabale, Arua, Mpigi, Lira, Masaka, Mukono and Fort Portal, as well as the Buganda Road Chief Magistrate Court. The chambers were for the Honourable Principal Judge, Chief Registrar, and Registrar High Court, as well as the office of the Under Secretary/Finance and Administration.

### **13.8 Maintenance of the Judiciary ICT system and services**

The Judiciary ensured that its several ICT systems and services were maintained in a serviceable condition, in line with its proactive approach to leverage technology for enhancing court operations and providing improved services to the public. It was able to enhance the seamless operation and efficiency of its technological infrastructure.



# 14

## THE JUDICIARY WORKFORCE AND INSTITUTIONAL CAPACITY

### 14.1 Human resource capacity

Human resource is a critical ingredient for the success and sustainability of any organisation. It plays a major role in the achievement of the vision, mission and mandate of the Judiciary. This can be achieved if the performance, welfare as well as operations of the staff are managed, monitored and evaluated right from entry to exit. Consequently, the Judiciary is committed to attracting, developing, motivating and sustaining inspired staff who are committed to excellence in the delivery of justice as envisioned in the Judiciary vision.

The Cabinet approved the enhancement of the structure for administrative staff vide Minute No. 195 (CT 2023) on 22/5/2023. When implemented the Judiciary will have a total of 5,936 administrative staff who will support the 1,155 judicial staff to accomplish the Judiciary Transformation Agenda.

On 4th July 2023 the Parliament of Uganda passed a resolution lifting the staff ceiling for High Court Judges from 83 to 151, which gave the Judiciary opportunity to recruit more Judges subject to availability of funds. Efforts were underway to have the Judicature Act amended to enable the operationalisation of the approved staffing structure of Court of Appeal and Supreme Court, which would see the Supreme Court

Justices increased from 11 to 21 and Court of Appeal from 15 to 56.

### (a) Recruitment

The Judiciary promoted and received new staff to bridge the staffing gaps and improve service delivery.

The recruitment process was undertaken by both the Public Service Commission and Judicial Service Commission. The Supreme Court received three new Justices: Hon. Justice Madrama Izama Christopher, Hon. Lady Justice Elizabeth Musoke and Hon. Justice Stephen Musota. Table 27 below details the appointments.

**Table 27: Newly recruited and promoted staff of the Judiciary**

S/No.	Designation	Male	Female	Total
1	Justices of the Supreme Court	2	1	3
2	Justices of the Court of Appeal	0	1	1
3	High Court Judges	8	9	17
4	Ag. Registrar	0	1	1
5	Ag. Deputy Registrar	8	6	14
6	Ag. Chief Registrar	7	15	22
7	Ag. Senior Magistrate Grade 1	14	15	29
8	Administrative Staff	102	138	240
	<b>TOTAL</b>	<b>144</b>	<b>195</b>	<b>339</b>





*Swearing-in of newly appointed Judges of the High Court in August, 2022*



*Swearing-in of newly appointed Judges of the High Court in August, 2022*





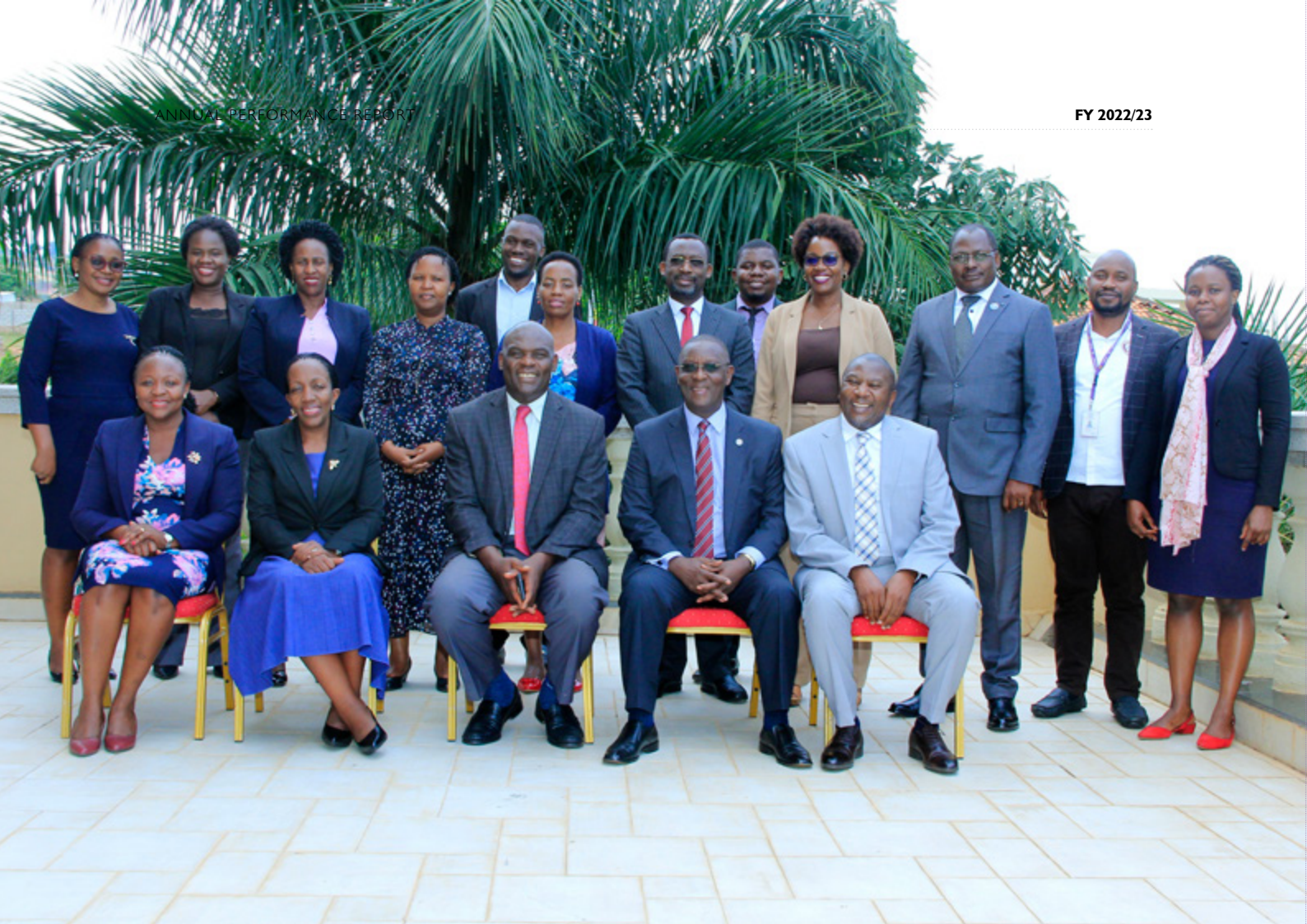
## (b) The Performance Management System

Section 18 of the AJA 2020, provides for the establishment of a Performance Management System within the Judiciary to ensure institutional and individual accountability. The Judiciary started developing a Case Weighting Scheme whose primary goal was to develop a valid measurement of judicial workload in all courts in Uganda. It would take into account variations in complexity among different case types (as well as the differences in non-case-related responsibilities of Justices, Judges, Registrars and Magistrates). The Judiciary also developed a Change Management Plan for the Performance Enhancement Tool aimed at providing a systematic approach to dealing with

change in performance evaluation; from the current paper-based public service assessment to a 360-degree IT-based assessment.

On 7th of February 2020, the Chief Justice under Office Instrument No.1 of 2020 established the Performance Enhancement Committee to handle activities relating to the implementation of the Performance Enhancement Tool. The Committee developed a weighted caseload scheme to precisely measure and compare the caseloads throughout the various court levels, taking into account the level of complexity of cases, since not all of them require the same amount of effort from Justices, Judges and Magistrates.





*Members of the Performance Enhancement Committee who attended a retreat at Lake Victoria Serena Golf Resort & Spa, Kigo*

## 14.2 Training and Capacity Building

The Judicial Training Institute (JTI) is mandated to provide specialised and continuous education to the Judiciary Service and also provide training to any other person or institution approved by the Director.

Trainings were conducted to promote efficiency and delivery of high-quality Judicial service; improve the skills, knowledge and abilities of Judicial service staff; encourage and facilitate the achievement of the participants' upward mobility. The institute organised training activities as detailed in Table 28 below.

**Table 28: Training activities conducted by Judicial Training Institute**

S/N	PLANNED OUTPUT	ACTUAL OUTPUT	FEMALE	MALE	SOURCE OF FUNDING	OBJECTIVE OF TRAINING
1.	Capacity Building for Judicial Officers on Wildlife (Northern Region)	The training was successfully held on 04th- 5th July 2022 at Church Hill Courts Hotel, Gulu.	10	10	Natural Resource Conservation Network (NRCN)	To improve knowledge and skills of the Judicial Officers by addressing the salient areas concerning the legislative and policy framework in the wildlife
2.	Capacity Building for Judicial Officers on Wildlife (Northern Region)	The training was successfully held on 7th- 8th July 2022 at Mbale Resort Hotel	7	13	Natural Resource Conservation Network (NRCN)	conservation, wildlife crime and prosecution of those crimes; and use of Judicial discretion in handling wildlife matters.
3.	Capacity Building for Judicial Officers on Wild Life (Western Region)	The training was successfully held on 14th- 15th July 2022 at Mountain of the Moon Hotel, Fort Portal	7	13	Natural Resource Conservation Network (NRCN)	
4.	Training of Judges in Adjudication of Communication Related Offences in Uganda & Knowledge Sharing On The Uganda Communications Act	The training was successfully held on 13th- 15th July 2022 at Lake Victoria Golf Resort & Spa, Kigo	9	6	Uganda Communications Commission	To train, engage, appraise and share experiences amongst stakeholders regarding the management of communication related offences in Uganda -The training focused on the

S/N	PLANNED OUTPUT	ACTUAL OUTPUT	FEMALE	MALE	SOURCE OF FUNDING	OBJECTIVE OF TRAINING
						emerging trends in the information Communication Technology sector and the delivery of Justice
5.	Induction of 40 newly Appointed Chief Magistrates	Newly Appointed Acting Chief Magistrates were successfully inducted at Colline Hotel, Mukono from 22 <sup>nd</sup> August– 2 <sup>nd</sup> September 2022	21	19	GoU	To enable them appreciate the systems, structures, processes and procedures of day-to-day operations in the Judiciary.
6.	Induction of 71 Newly Appointed Magistrates Grade One	Newly Appointed Acting Magistrates Grade One were successfully inducted at Colline Hotel, Mukono from 11 <sup>th</sup> – 22 <sup>nd</sup> September 2022	40	31	GoU	To enable them appreciate the systems, structures, processes and procedures of day-to-day operations in the Judiciary.
7.	Training of Judicial Officers on Trafficking In Persons	The training was successfully held on 5 <sup>th</sup> – 6 <sup>th</sup> September 2022 at Speke Resort Hotel, Munyonyo	19	8	Human Trafficking Institute & Hope For Justice	To build capacity of the Judicial officers at the various levels to combat Human Trafficking.
8.	Induction of 17 Judges of High Court	17 Newly Appointed Acting High Court Judges were successfully inducted at	09	08	GoU	

S/N	PLANNED OUTPUT	ACTUAL OUTPUT	FEMALE	MALE	SOURCE OF FUNDING	OBJECTIVE OF TRAINING
		Imperial Golf Course Hotel, Entebbe from 8th – 12th May 2023				
9.	Annual Magistrates Conference	The conference was successfully held from 30 <sup>th</sup> Jan-2 <sup>nd</sup> Feb 2023 at Mestil Hotel.	188	182	GoU	
10.	Training of Magistrates From 11 Centres of Excellence on Survivor Support & Management of Victims of GBV Cases	The training was successfully held on 7 <sup>th</sup> - 11 <sup>th</sup> November 2022 at Protea Hotel, Kampala Skyz	09	14	Austrian Development Agency & UN Women	
11.	Training of Clerks From 11 Centres of Excellence In Sign Language Interpretation Services And GBV Terminologies	The training was successfully held on 12 <sup>th</sup> - 16 <sup>th</sup> December 2022 at Protea Hotel, Kampala Skyz	15	17	Austrian Development Agency & UN Women	
12.	Training of Secretaries & Transcribers From 11 Centers of Transcription Services And GBV Terminologies	The training was successfully held on 12 <sup>th</sup> - 16 <sup>th</sup> December 2022 at Protea Hotel, Kampala Skyz	19	2	Austrian Development Agency & UN Women	

S/N	PLANNED OUTPUT	ACTUAL OUTPUT	FEMALE	MALE	SOURCE OF FUNDING	OBJECTIVE OF TRAINING
13.	Annual Judges Conference 2023	The conference was successfully held from 30 <sup>th</sup> Jan-2 <sup>nd</sup> Feb 2023 at Mestil Hotel	133	156	GoU	
14.	Training of Chief Magistrates in Cyber Crime & Electronic Evidence	The training was successfully held on 09 <sup>th</sup> - 10 <sup>th</sup> Mar 2023 at Hotel Africana	15	08	GoU	
15.	Training of Magistrates from Northern Region in Land Justice	The training was successfully held on 30 <sup>th</sup> - 31 <sup>st</sup> Mar 2023 at Bomah Hotel, Gulu	07	18	GoU	
16.	CEELI Online Training in Asset Recovery	The training was successfully conducted through Zoom on 17 <sup>th</sup> Jan 2023	21	08	CEELI	
17.	Training of Judicial Officers on Disability Rights	The training was successfully conducted on 17 <sup>th</sup> Jan 2023 at Hotel Africana	15	12	Public Interest Law Clinic, Makerere University	To build capacity of Judicial Officers with knowledge, attitude and skills in the area of disability rights and law and to seek their views on the proposed Rules on handling matters involving persons with disabilities.
18.	Training Of Magistrates On Amendments Of The Electricity Regulatory Act	The training was successfully held on 24 <sup>th</sup> February 2023 at Mestil Hotel	08	07	Electricity Regulatory Authority	To sensitise the participants about the amendments to the Electricity Act, 2022 and how it will affect their operations;



S/N	PLANNED OUTPUT	ACTUAL OUTPUT	FEMALE	MALE	SOURCE OF FUNDING	OBJECTIVE OF TRAINING
						-To discuss any concerns and strategies for reducing the rising cases of vandalism of electricity materials.
19.	Training of Judges In Information Technology And Tax Systems In Uganda	Participants were successfully trained on 2 <sup>nd</sup> – 3 <sup>rd</sup> March 2023 at Serena Kigo Hotel in Quarter 3	11	15	Uganda Revenue Authority	To equip the Judges with knowledge of Uganda's tax system, the new developments therein and its effects on the country's economic growth; -To discuss the roles of the Judiciary in enhancing tax compliance, and the best practices
20.	Training of Judicial Officers In Insolvency Law	25 Participants were successfully trained on 20 <sup>th</sup> March 2023 Serena Kigo Hotel	13	12	Uganda Registration Services Bureau	To provide a platform for high level discussion among the participants on national insolvency developments -To examine the applicability of the new global insolvency best practices to our local insolvency system and to solve insolvency issue effectively
21.	Induction of Insurance Appeals Tribunal Members	Conducted on 17 <sup>th</sup> – 19 <sup>th</sup> April 2023 at Kampala Nile Resort, Namanve	03	02	Insurance Appeals Tribunal	
22.	Training for Magistrates and Advocates in Management of SGBV Cases from Refugee	Judicial Officers & Advocates were successfully	10	13	European Union	

S/N	PLANNED OUTPUT	ACTUAL OUTPUT	FEMALE	MALE	SOURCE OF FUNDING	OBJECTIVE OF TRAINING
	Host Communities in Northern Uganda	trained at Desert Breeze Hotel, Arua from 24th – 26th April 2023				
23.	Training of Clerical Officers in Interpretation Skills with Focus on SGBV Cases to Improve Access to Justice for Refugee Host Communities in Northern Uganda	Court Clerks were successfully trained at Desert Breeze Hotel, Arua from 27th – 28th April 2023	10	14	European Union	
24.	Induction Retreat for Justices of the Supreme Court & Court of Appeal	Supreme Court & Court of Appeal Justices were successfully inducted at Imperial Golf Course Hotel, Entebbe from 8th – 12th May 2023	12	11	GOU & IDLO	
25.	Online Training on Asset Recovery	The online training of High court Judges, Registrars, Chief Magistrates & Magistrates Grade One was conducted on 16 <sup>th</sup> May 2023	16	12	CEELI	To develop and expand the foundation for the African Judicial exchange network and to discuss and plan further cooperation

S/N	PLANNED OUTPUT	ACTUAL OUTPUT	FEMALE	MALE	SOURCE OF FUNDING	OBJECTIVE OF TRAINING
26.	Training of Judicial Officers on Climate Justice	The training of Judicial Officers was conducted on 18 <sup>th</sup> - 19 <sup>th</sup> May 2023	25	08	GREENWATCH	To build capacity of the Judicial Officers on matters of climate Change and Climate Justice to enable them be abreast with environmental laws and impact of Climate Change on the livelihood of humans and animals.
27.	Learning Visit of The Zambian Judiciary Delegation to Learn Best Practices In Management Of SGBV Cases And Development Of Gender Bench-book For Adjudicators	A total of 9 delegates were hosted and trained at the Institute	05	04	GOU	
28.	Post-Session Meeting for Special SGBV Session Project	The Meeting of Judicial Officers & other stakeholders was conducted on 29 <sup>th</sup> May 2023	10	15	UNFPA	
29.	Pre-Session Meeting for Special SGBV Session Project	The Meeting of Judicial Officers & other stakeholders was conducted on 30 <sup>th</sup> May 2023	11	11	UNFPA	
<b>Total number of participants trained</b>			<b>678</b>	<b>649</b>		

## The Annual Judges Conference 2023

The Annual Judges Conference 2023 was held from 30th January to 2nd February 2023, followed by the launch of the New Law Year on 3rd February 2023. The Judiciary was privileged to host H.E. the President of Uganda who opened the Annual Judges' Conference and later the Rt. Hon. Prime Minister of the Republic of Uganda at the opening of the New Law Year.

## Retreat of the Justices of the Supreme Court and Court of Appeal

The Judicial Training Institute in conjunction with the IDLO successfully conducted a retreat for

the Justices of the Supreme Court and Court of Appeal between the 8th and 12th May 2023. The retreat was a platform for the Justices to share experiences and best practices on matters like collegiality, appellate review, appellate mediation and appellate performance appraisal. Hon. Justice Prof. Joel Ngugi of the Court of Appeal of Kenya shared the Kenyan experience on legal research and judgment writing.

The Human Resource Department conducted various training and capacity development activities to enhance the efficiency and effectiveness of the Judiciary administrative staff, as indicated in the Table 29 below.

**Table 29: Training Sessions Held in FY 2022/2023**

S/No	Training Activity	Training objectives	Number of Staff		
			Male	Female	Total
1.	Training of Accounts cadre in Basic Financial Management	To equip the Assistant Accountants with basic skills in financial management procedures, preparation of books of Accounts and filing of returns etc.	35	30	65
2.	Training of Secretarial cadre in Court Transcription	To equip Secretaries with skills and knowledge in court recording and transcription.	2	23	25
3.	Conducting pre-retirement training	To prepare the staff for life after retirement	53	28	81
4.	Training of Systems Administrators on Human Capital Management System	Equip the staff with skills and knowledge on management of HCM functions in preparation for migration from IPPS to HCM	34	42	76

S/No	Training Activity	Training objectives	Number of Staff		
			Male	Female	Total
5.	Records staff Tained in records management	To remind the staff on the skills and knowledge in Records management	44	16	60
6.	Training of selected staff in ICT, Policy and Planning and HRM departments in data management and analysis.	To equip the staff with skills in data management and analysis	8	14	22
7.	Training on Workplace Health and safety	To provide knowledge and skills	10	39	49
<b>Total</b>			<b>186</b>	<b>192</b>	<b>408</b>

### 14.3 Human resource management

#### (a) Contract renewal

A taskforce was put in place to review and assess applications for appointments on temporal local contract and make appropriate recommendations; assess the suitability of the applicants for the respective positions and recommend to management appropriate human resource management actions.

A total of 376 applications were reviewed and 349 (192 males & 157 females) contracts were renewed. Contract appointment is aimed at enhancing the Judiciary staffing levels.

#### (b) Confirmation of Judicial Officers

A total of 173 staff of the Judiciary were confirmed in service after completing the probationary

period of six months. Among those confirmed, 131 (64 female & 67 male) were Judicial officials and 42 (30 female & 12 male) were administrative staff.

#### (c) Induction of newly appointed Staff

Induction of newly appointed staff is conducted to enable them appreciate the systems, structures, processes and procedures of day-to-day operations in the Judiciary. A total of 330 newly recruited administrative staff were inducted in the categories of Systems Administrators, Court Clerks, Records cadre, Office Attendants, Process Servers, Drivers, Clerk of works, Transcribers, Secretaries, Data entry clerks, Office supervisors, assistant accountants, Architect, Research Officers and Office Supervisors benefitted from the training.



## (d) Development of policies

Human Resource policies play a critical role in supporting a culture of trust, fairness and inclusion by outlining the responsibilities of both employer and employee in the employment relationship. The Judiciary was in the process of developing the following policies to enhance management of the Judiciary service:

- (i) The Judiciary Human Resource Policy and Procedures Manual 2023 to provide for terms and conditions of service in the Judiciary service;
- (ii) The Code of Conduct for the Judiciary Service to enhance performance and reflect a good image of the Judiciary Service, promote good governance, transparency, accountability and build confidence in the Judiciary;
- (iii) The Judiciary Service Rewards Framework to promote and support a strict Performance Management regime and espouse accountability in the Judiciary Service;
- (iv) The Judiciary Service Scheme of Service for Non Judicial cadre to provide for the schemes of service for all non-Judicial job categories;
- (v) The Judiciary Service Records Management Manuals to provide for the guidelines for management of personal records at open registry; and
- (vi) The review and development of the Gender and Equity Policy is at advanced stages.

## (e) Staff wellness

The Judiciary remained committed to a safe and conducive work environment for staff to enhance employee motivation and productivity.

## (i) HIV/AIDS health awareness campaigns

Health awareness campaigns were conducted to mitigate the impact of HIV/AIDS at the workplace, increase awareness on HIV/AIDS which had greatly had a negative impact on the staff and community and to enable the staff appreciate the Judiciary HIV/AIDS Workplace Policy.

The HIV/AIDS Committee conducted HIV/AIDS awareness campaigns at the different High Court Circuits in Luwero, Mukono, Jinja, Iganga and at the Judicial Training Institute in Kampala. The campaigns resulted into reduction in HIV/AIDS stigma in the workplace; an increase in the rate at which staff voluntarily declared their HIV status; and created awareness for medical financial support provided to the HIV/AIDS patients. A total of 51 patients living with HIV/AIDS were supported by the Judiciary with an aim of improving their livelihood to improve productivity.

The Judiciary intends to continue with the HIV/AIDS Health awareness and sensitization campaigns and mainstreaming of HIV/AIDS activities in all programmes to effectively mitigate the challenge.

## (ii) Medical insurance for all staff

As part of efforts to improve terms and conditions of service for its employees, the Judiciary continued implementing the Insurance Medical Scheme and cover for employees. The insurance which covered all the 2,450 staff contributed to increased productivity and morale, thus helping shape a positive work culture.

## iii) Psycho-social and physical support

Counselling services were provided to 52 staff who are emotionally and physically affected. The psychosocial and physical support program was

aimed at increasing awareness on prevention, self-care and support for staff with mental health and psychosocial issues; providing support to overcome distress and improve mental health and psychosocial well-being of staff in need; providing referral services to severely traumatised persons in collaboration with other stakeholders; and contributing to the organisation and management of the psychosocial support system and strategy of the Judiciary.

#### **(iv) Health run activities**

The Judiciary put in place a health run that is a mandatory physical fitness exercise to keep staff fit to avoid illnesses that are associated with sitting in offices for long hours such as back pain among others. The health runs were done every Wednesday and Friday afternoon starting at 5pm and staff clad in their purple sports attire. This greatly improved the health of staff and their effectiveness at work.

#### **(f) Dissemination of the Judiciary Anti Sexual Harassment Policy**

The Judiciary launched the Judiciary Anti Sexual Harassment Policy in 2020 to curb sexual harassment within the working environment. The Human Resource Department as the key implementer conducted sensitisation campaigns on the policy in 24 courts of Tororo High Court, Buwama, Masaka, Lukaya, Kalisizo, Kyotera, Kasali, Rakai, Kayunga, Kaliro, Busia, Mulanda, Kisoko, and Nagongera, Amolatar, Kaberamaido, Dokolo, Alebtong, Otuke, Apalla, Kole, Aduku-Kwania, Apac, and Oyam. The campaigns increased awareness about the policy and adherence to the principles and standards therein.

#### **(g) Disciplinary Matters**

The Judiciary Internal Disciplinary Committee handled 57 (16 females and 41 males) cases. Out of those, 34 were concluded; 13 cases

recommended to the Judicial Service Commission for further management; 8 cases were still at management level while 2 cases were yet to be concluded.

#### **h) Human Resource Management support supervision**

The Human Resource Management Department conducted support supervision visits to identify management gaps and provide recommendations. The supervision visits were conducted in the following courts:

- (i) High Court Circuits of Fort Portal, Masaka, Luwero, Tororo, Soroti, Moroto, Mbale, Rukungiri, Mukono, Iganga, Tororo, Lira, Gulu, Mbale, Arua, Hoima, Masindi, Mbarara, Mubende and Jinja.
- (ii) 44 Chief Magistrates Courts of Kyegegwa, Kyenjojo, Buwama, Masaka, Rakai, Masindi, Buliisa, Kiryandongo, Tororo, Nabweru, Kasangati, Luwero, Nakasongola, Moroto, Pallisa, Kanungu, Kumi, Katakwi, Busia, Lira, Pader, Kitgum, Atanga, Kumi, Pallisa, Soroti, Bukedea, Sironko, Kaberamaido, Dokolo, Kapchowra, Rukungiri, Mbale, Masindi, Hoima, Buliisa, Kiboga, Ntungamo, Mitooma, Bushenyi, Mbale, Bubulo, Budaka and Kamuli.
- (iii) 39 Magistrate Grade One Courts of Malaba, Busia, Nyimbwa, Wobulenzi, Matugga, Amuria, Ngora, Kihhi, Kayunga, Kaliro, Mulanda, Kisoko, Nagongera, Kalongo, Lamwo, Nwoya, Patongo, Kamwenge, Mbale Municipal Court, Buseruka, Amuria, Bukwo, Ngora, Kagango, Nyarushanje, Rubaare, Ndejja/Rwamparara, Rubirizi, Bukomero, Nakaloke, Bulambuli, Kibuku, Kagoma, Busembatia, Buyende, Butiiti, Kibiito, Rwimi and Kalisizo.



*Inspection team at Kyenjojo CM court*

### **(i) Gender and Equity**

The Judiciary scored 73.5% in its assessment of the Gender and Equity Compliance by the Equal Opportunities Commission. The following activities were undertaken in respect to gender and equity compliance:

- (i) Installation of Audio-visual equipment in various courts to facilitate hearing of GBV-related cases,
- (ii) Deployment of court interpreters for linguistic inclusion in the adjudication of cases;
- (iii) Special framework to handle Gender Based Violence cases;
- (iv) Training of staff in sign language interpretation to effectively communicate with persons with hearing impairment in courts;
- (v) Disaggregation of data according to gender in reporting;

- (vi) Development of Guidelines for Architectural Designs (Standardisation of Courthouses) providing the minimum standards that should be considered while designing and constructing courthouses across the country to ensure equitable access to courts, safe, conducive and uniform working environment.
- (vii) Operationalisation of new High Court Circuits and Magistrates Courts to reduce the distance to courts.

### **14.4 Records management in the Judiciary**

The Judiciary embarked on re-organising records for safe custody and retrieval by setting up archives to enable the creation and preservation of and access to records and other information. All completed case files at the time of re-organisation were processed, and stored using the Judiciary registry system and format.

Reorganising records was meant to achieve the following specific objectives;

- (i) To develop a system for processing and storing completed case records so as to ease the finding, and retrieving completed case files.
- (ii) To process all case files that are complete by the time of re-organisation.
- (iii) To box all completed case records in acid free archival boxes to strengthen the physical care, control, and, custody of completed case files.
- (iv) To acquire effective archival storage furniture.

Quick and easy retrieval of court records, which was the aim of the initiative, reduced on the time taken during adjudication, and minimised corruption tendencies such as hiding of court files. This was achieved through a system for processing, and storing completed case files in acid-free archival boxes to strengthen their

physical care, control, and custody; archiving case records in archive space and ensuring appropriate archival storage furniture.

The reorganisation initiative had the full involvement of resident Judicial Officers and Court staff in all processes thereby promoting sustainability of activity results. Technical expertise was outsourced to support the resident Judicial Officers and Court staff to ensure a high quality product; and ensuring that the initiative was extended beyond Chief Magistrates Courts to the Magistrates G I Courts which also face similar challenges.

### **(a) Reorganisation of Registries in High Courts (Records and Archives)**

A total of 6 High Court Circuits, namely: Nakawa Central Archives; Arua High Court; Mbarara High Court (2); Mbale High Court; and Fort Portal High Court were reorganised to the standard that will help save Judiciary documents and data.



*Before the reorganisation*





*After the reorganisation*

The Criminal Division revamped and reorganised the archives; had it repainted; replaced the old wooden shelves with metallic ones; and had the archived files re-organised, boxed, and catalogued. The process of re-organising the Exhibit Room, was ongoing.

### **(b) Reorganisation of Registries in Magistrates Courts (Records and Archives)**

The archives in the various Magistrates Courts across the country were reorganised. These were: Chief Magistrates Courts of Kasangati, Kira, Pallisa, Pader, Mbale, Kapchorwa, Mityana, Kisoro and Busia; and Magistrates G I Courts of Bukedea, Ngora, Bulambuli, Mbale Municipal, Luzira and Nakaloke.



*Bukedea Magistrates' Grade I before reorganisation*



*Bukedea Magistrates Grade I after reorganisation*



## 14.5A safe and conducive work environment

### (a) Enhancing security at the court premises

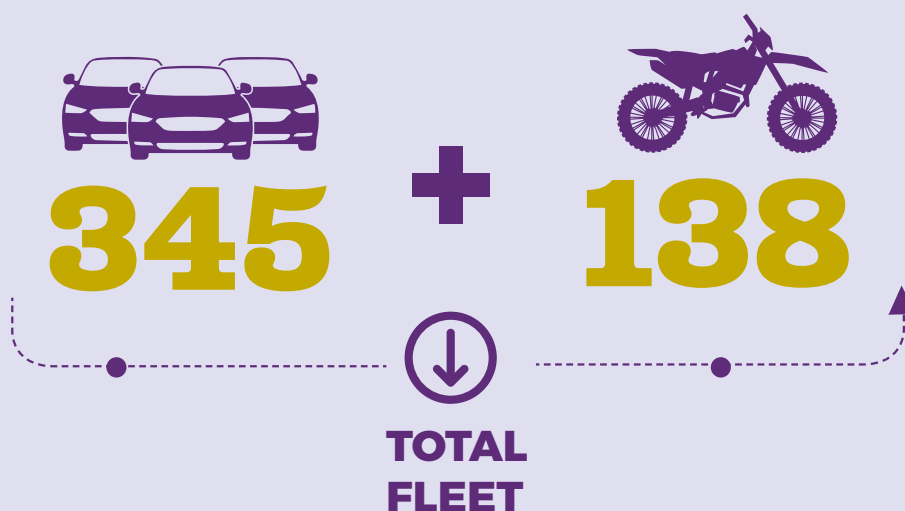
Security was provided to all courts and designated residences. A countrywide security assessment was conducted in Masindi, Fort Portal, Hoima, Kasese, Bushenyi, Mbarara, Ntungamo, Rukungiri, Kisoro, Lira, Gulu, Kitgum, Arua, Nebbi, Pakwach, Moroto, Soroti, Mbale, Kapchorwa, Tororo, Malaba, Busia, Jinja, Iganga, Buikwe, Mukono, Kayunga, Entebbe, Masaka, Kalungu, Lyantonde, Kibaale, Kagadi, Mubende, Kiboga, Kanoni, Mityana and Gomba, among others. A total 133 fire extinguishers at various courts were routinely maintained.

The Judiciary also carried out countrywide field inspections at the High Courts of Jinja Mbale and Mbarara; Chief Magistrates Courts of Gulu, Jinja, Mbale, Nakasongola, Nakaseke, Koboko, Moyo, Yumbe, Mukono, Kapchorwa, Kisoro, Isingiro, Mengo and Mbarara; as well as Magistrates G I

Courts of Bukedea, Lamwo, Yumbe, Koboko, Nebbi, Kamuli, Bugiri, Kyegegwa, Kibaale, Sembabule, Buliisa, and Kagadi. This was done to ensure proper operations of courts and to follow-up on administrative issues raised by courts. The inspections established that most courts were functioning as expected save for a few recurrent issues like inadequate furniture and inadequate staff among others. The findings also underscored the need for continuous court inspections to enable the timely interventions on issues as they arise.

### (b) Transport equipment

The Judiciary maintained a fleet of 345 vehicles and 138 motorcycles. Furthermore, a total of 47 vehicles were procured for Justices of the Supreme Court (5); a Justice of the Court of Appeal (1); High Court Judges (31); Deputy Registrars (10); Assistant Registrars, Chief Magistrates and G I Magistrates; and 4 vehicles were procured for field supervision. In addition, 52 motorcycles were procured to facilitate process service at courts.





The Judiciary was in the process of acquiring a marine boat to operate on the islands of Kalangala and Buvuma. At the close of the financial year, 30% partial payment had been made to commence construction of the marine boat, the delivery of which was expected in the FY 2023/24.

### **(c) Provision of uniforms and judicial attire**

Professional attire was procured for three Justices of the Supreme Court; one Justice of the Court of Appeal; 22 High Court Judges; and one Senior Magistrate Grade I. Staff uniforms were also procured for 100 drivers.





*Some of the procured vehicles for court operations*





# 15

## COORDINATION, PARTNERSHIPS AND ACCOUNTABILITY

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In fulfilment of its constitutional mandate the Judiciary aims at strengthening coordination with stakeholders and inter-agency partnerships; ensuring sound accountability; and efficient performance management.

### **15.1 Stakeholder engagements**

## Office of the Chief Justice

In accordance with Article 133 of the Constitution and Sections 2 and 3 of the AJA 2020, the administrative functions of the CJ include giving strategic leadership and direction to the institution in form of guidelines, directions and able leadership. In order to achieve this, the CJ established and superintended over various committees, convened a number of meetings and managed a number of activities.



### (i) Superintending over the Judiciary Council

Since its inauguration on 30th March 2021, the Judiciary Council, under the guidance of the Honourable CJ has diligently convened and facilitated quarterly sessions to offer strategic counsel on matters of policy and Judiciary administration. In the reporting period, the Judiciary Council successfully conducted three meetings.

During these productive sessions, the Council approved a range of administrative policies and regulations, further operationalising the AJA, 2020. These approvals mark significant progress in enhancing the Judiciary's organisational framework and ensuring effective implementation of its statutory responsibilities. The Judiciary

Council provided valuable insights to the CJ, contributing to the continuous development and improvement of the judicial system in Uganda.

The Judiciary Council approved three Regulations, namely: The Administration of the Judiciary (Establishment of Committees) Regulations, 2023; The Administration of the Judiciary (Inspectorate of Courts) Regulations, 2023; The Magistrates Courts (Magistrates Courts and Magisterial Areas) Instrument, 2023. These were still pending gazetting by the close of the financial year.

The Magisterial Areas Instrument aligns with the Judiciary Transformation Agenda and aims to establish Chief Magistrate's Courts for every district in Uganda and at least one Magistrate Grade One Court for each constituency.



This move was intended to improve access to Court services by reducing distances and costs, ultimately addressing case backlog. The Regulations on Judiciary Committees would facilitate the establishment of committees essential for the effective administration of the Judiciary, prescribing their composition, procedures, and functions, in accordance with section 6 of the Act. The Inspectorate of Courts Regulations would operationalise Part III of the AJA, 2020, enhancing the Inspectorate operations.

The Regulations would promote good governance, uphold integrity standards among Judiciary staff, ensure compliance with constitutional and statutory norms for justice

administration, and enforce service delivery standards and the Judiciary Client Charter, among other objectives.

## (ii) Administering Oaths, Enrolling Commissioners of Oath as Notary(s) and Swearing-in of Judicial Officers

The Hon. The CJ presided over a number of ceremonies where senior leaders were sworn in and inaugurated into public offices. The Chief Justice took the occasion to orient the new leaders in administrative skills and legal bottlenecks. This is detailed in Table 30 below:

**Table 30: Judiciary ceremonies presided over by the Hon. Chief Justice**

S/No.	Activity	Location	Date
1.	Administering Oath for members of the Public Service Commission	High Court Building, Kampala	26 <sup>th</sup> July, 2023
2.	Administering Oath for Magistrates Grade I and Assistant Registrars	High Court Building, Kampala	5 <sup>th</sup> July, 2023
3.	Swearing-in the Supreme Court Justices	State House, Entebbe	6 <sup>th</sup> February, 2023
4.	Swearing-in of High Court Judges	State House, Entebbe	11 <sup>th</sup> August 2022
5.	Enrolling 59 Advocates as Commissioner(s) for Oath	High Court Building, Kampala	1 <sup>st</sup> July 2022 to 30 <sup>th</sup> June, 2023
6.	Enrolling 18 Commissioners for Oath as Notaries Public	High Court Building, Kampala	1st July 2022 to 30th June, 2023

### (iii) Conducting meetings of the Judiciary Top Management

Through the monthly top management meetings, the Judiciary Administration made strides in giving policy direction to the Judiciary, especially in ensuring efficiency in the delivery of Judiciary services, fighting case backlog and corruption, enhancing access to justice across the country; particularly in areas of progressive staff recruitment, appropriate deployments,

budgeting, effective management of resources, staff supervision, inductions and mentorship programmes.

### (iv) Harnessing regional and international engagements

The Honourable CJ actively engaged in various regional and international events, fostering valuable collaborations and exchanging insights on justice-related matters. Some key engagements are detailed in Table 31 below:

**Table 31: International engagements by the Hon. Chief Justice**

S/No.	Activity	Host city/country
1.	The Commonwealth Magistrates and Judges Association Conference where he led the delegation and presented a paper on Access to Justice and Digitising Court Systems	Accra, Ghana
2.	A High-Level Meeting of Chief Justices and Heads of Constitutional Courts and Councils. He presented a paper on Constitutional Protection of Citizenship and Rights of Refugees and Migrants in Uganda.	Cairo, Egypt
3.	Second Annual East African Judicial Conference, bringing together Chief Justices and key Judges from East African and IGAD Member states, discussing various justice service delivery aspects.	Uganda
4.	Seventh International Association of Women Judges Conference (IAWJ), facilitating discussions on GBV management, cases involving mentally challenged victims, community justice, leadership, and digitisation of courts.	Uganda
5.	East African Magistrates and Judges Conference which he attended with Justice John Eudes Keitirima. He was elected the new President of EAMJA while Uganda was chosen as the host for the next Annual Conference in 2023.	Kigali, Rwanda
6.	Third Regional Symposium on Greening Judiciaries in Africa, promoting discussions on climate change and the role of Judiciaries in environmental conservation.	Nairobi, Kenya

### (v) Engagement with Development Partners and Justice delivery stakeholders

The Chief Justice had strategic engagements with development partners, ambassadors and other justice service stakeholders through which a number of projects were identified and executed. These projects ranged from alternative mechanisms of dispute resolution such as Plea Bargaining, Mediation, Small Claims Procedure and GBV sessions, to case backlog and case management programmes.

The CJ also engaged international Agencies to agree on avenues for funding access to justice innovations within the Judiciary. The Agencies included: The Austrian Development Agency, the International Development Law Organisation (IDLO), The Hague Institute for International Law (HiIL), the Pepperdine University, the

UN Women, UNICEF, UNFPA, UNODC, among others. The Judiciary Top Management met a United Nations Country Team (UNCT) on 18th January 2023 and agreed on funding opportunities under the new Administration of Justice Programme.

### (vi) Field supervisory visits

Upcountry meetings were conducted from 17th July 2022 to 22nd July 2022 in the South-Western Region in which the Chief Justice interfaced with stakeholders who expressed their justice needs and challenges for the attention of the Judiciary. In the highly successful meetings stakeholders appreciated Judiciary services and challenges and expressed their willingness to cooperate and support the Judiciary. Local Government Authorities of Kabale, Rukiga, Rukungiri, Mbarara, Mitooma, and Rubanda offered land for construction of courts.



*CJ Inspecting the land offered for construction of High Court at Rukungiri on 18th July 2022*

### **(vii) Commissioning of Mukono High Court Building**

The Chief Justice commissioned the new building housing Mukono High Court Circuit on 5th May 2023. During the commissioning, court users were able to interact with the Judiciary administrators.

### **(viii) Publication of the Judiciary Annual Performance Report FY 2021/2022**

In compliance with section 39 of the AJA, 2020, the CJ successfully published and distributed the Judiciary Annual Performance Report for FY 2021/22. The report highlighted the performance of the Judiciary, the bottlenecks affecting justice delivery and proposed interventions for improving service delivery, among others.

### **(ix) Commemoration of Chief Justice Benedicto Kiwanuka, 2022**

It is a tradition of the Judiciary to hold a Memorial

Lecture in honour of the late Benedicto Kiwanuka, former CJ of Uganda on the anniversary of his death. He was CJ from 27th June 1971 to 21st September 1972, when he was abducted from his Chambers at the High Court by armed Government forces, allegedly because of a decision that did not please the President. He was never seen alive again. The Lecture brings together Judicial officers of all ranks, the Attorney General, the Minister of Justice and Constitutional Affairs, the Director of Public Prosecutions, the President and some members of the Uganda Law Society, different heads of Government bodies, ambassadors, development partners, Civil Society Organisations and members of the public, among others.

The Ben Kiwanuka Memorial Lecture, 2022 was successfully conducted on 21st September, 2022 and the Judiciary was privileged to host as Guest of Honour, H.E. the President of Uganda. Hon. Justice Kotey Emmanuel delivered the keynote speech on behalf of the Chief Justice of Ghana, Hon. Justice Kwasi Anin-Yeboah, on the theme: 'Benedicto Kiwanuka: Reflections on the Independence of the Judiciary in Modern times'.



*The Benedicto Kiwanuka Memorial Day at the High Court Building, Kampala with the Chief Guest, the President of Uganda H.E Gen. Yoweri Kaguta T Museveni*



### **(ix) Renewing the MoU with the Pepperdine University**

The Hon. Chief Justice led a team of Judiciary Managers to the Pepperdine University in the USA on 6th November 2022. The Managers, who included the Principal Judge and the Chief Registrar had a week-long learning experience facilitated by experts from Pepperdine University. The visit also gave an opportunity to the Judiciary management to renew and strengthen the good relationship with the university, nurtured over the years, and which had inter alia seen the growth of the Plea-Bargaining intervention, a game changer in Uganda's criminal justice system.

### **(x) Commemoration of His Holiness Pramukh Swami Maharaj Shatabdi Mohatsav**

The Hon. Chief Justice on 9th January 2023 attended the centenary celebrations in honour of His Holiness Pramukh Swami Maharaj Shatabdi Mohatsav in India. Pramukh is internationally revered for promoting peace and harmony in

the world. In 1950, he was appointed president of BAPS (Bochasanwasi Shri Akshar Purushottam Swaminarayan Sanstha), a socio-spiritual Hindu faith with its roots in the Vedas, after which he affectionately became known as 'Pramukh Swami.

He is celebrated for his achievements in building more than 1,100 Hindu temples including the Swaminarayan Akshardham temples in New Delhi and Gandhinagar, Gujarat, and also spearheading the efforts of BAPS Charities in India. His striking humility, noble services, saintliness, selfless desire and compassion inspired millions of devotees and over 1,000 sadhus to maintain moral and spiritual lifestyles.

## Office of the Deputy Chief Justice

The Hon. Deputy Chief Justice (DCJ) was fully involved in the hearing and determination of cases: civil and criminal appeals; constitutional petitions and election petition appeals; as well as appellant mediations. He also administered oaths, handled complaints on the general administration of justice, met visiting delegations and chaired administrative meetings of the justices of the Court of Appeal/Constitutional Court.



### (i) Hearing of cases

The Hon. Deputy Chief Justice was involved in three sessions held at the Court of Appeal where 252 cases were cause listed and heard. At the close of the financial year, most judgments were delivered while others were being written.



*The Hon. Deputy Chief Justice Richard Buteera (middle), Lady Justices Catherine Bamugemereire (left) and Eva K. Luswata (right) holding a Criminal Appeals Session at the Masaka High Court Circuit*

## **(ii) Appellant Mediation**

For the period under consideration, 121 Appellate files were identified for Appellant Mediation and mediation was conducted in all the identified files. Seventy-one (71) mediations were successful; 27 mediations failed while 23 mediation causes were carried forward.

## **(iii) Administering Oath of Office**

The Hon. DCJ presided over the swearing-in ceremonies for state agencies like the Tax Appeals Tribunal, the Public Procurement and Disposal of Assets Authority Tribunal, the Uganda Human Rights Commission and the Uganda Land Commission.

## **(iv) Meeting delegations**

A number of delegations were met by the Hon. DCJ representing the Hon. CJ where matters of national and international importance were discussed. The delegations included representatives of the International Development Law Organisation (IDLO), the Zimbabwe and Ghana Judiciaries, Pepperdine University, the Leadership Code Tribunal, the Association of Uganda Prosecutors and the Uganda Land Commission.

## **(v) Handling of Complaints**

The Office of the Hon. DCJ received a total of 96 complaints for the period under consideration. These complaints were from advocates, litigants and other court users regarding the general administration of justice by the courts in the country. These complaints were all conclusively handled and none was pending by the close of the financial year.

## **(vi) Chairing weekly administrative meetings of the Justices of Appeal/Constitutional Court**

The Hon. DCJ chaired 39 weekly meetings of the Justices of Appeal in which the Court assessed its performance and drew up strategies for better performance. Their Lordships also shared experiences and deliberated on how work at the Court of Appeal could best be handled for greater output. The Justices were briefed by the Registrars on the progress made by the court on its work plans. The meetings, most of which were via zoom, kept the Court well-focused on its annual calendar.

## **(vii) Stakeholder engagement**

Various stakeholders engaged the Hon. DCJ in holistic interactions to create a better working relationship, enhance cooperation, coordination and communication with the office of the DCJ and improve the working environment. The Hon. DCJ engaged with the Hon. Principal Judge, the Secretary to Judiciary, the Chief Registrar and Judicial officers from the Criminal Division of the High Court. They discussed how best work could be effectively and efficiently managed.

## **(viii) Presiding over Judiciary functions**

The Hon. the DCJ attended a number of activities organised by the Judiciary. Among them were the Court Open Days held at Rakai, Ibanda and Bushenyi Chief Magistrates Courts.





*The Hon. Deputy Chief Justice Justice Richard Buteera responds to questions at the Court Open Day held at the Rakai Chief Magistrates Court*



*The Hon. Deputy Chief Justice Justice Richard Buteera inspecting stakeholder stalls at the Bushenyi Chief Magistrates Court*



## Office of the Principal Judge

The Principal Judge (PJ) as the Head of the High Court assisted the CJ in the administration of the High Court and all subordinate courts in line with Article 141 of the Constitution of the Republic of Uganda 1995 (as amended). In the period under review, the PJ implemented the following activities:



### (i) Inspection of courts

The Hon. PJ conducted comprehensive inspections of 28 courts during the FY 2022/2023, consisting of regular and ad hoc visits. The inspections were for assessing staffing levels and gaps; understanding service conditions and challenges faced; evaluating court workload; assessing the condition of court structures and record-keeping, sharing best practices; and discussing future plans for improving service

delivery. The inspection focused on the state of court buildings, registries, exhibit stores, holding cells, proposed construction sites, court statistics, staff lists, completed and ongoing court files, attendance registers, and diaries. Table 32 below summarises the inspections by the Hon PJ in the period under review.

**Table 32: Courts inspected by the Hon. Principal Judge for FY2022/23**

DATE	COURT
1 <sup>st</sup> July, 2022 to 30 <sup>th</sup> September, 2022	Arua High Court; and Adjumani Magistrate Grade One Court
1 <sup>st</sup> October, 2022 to 31 <sup>st</sup> December, 2022	Hoima High Court Circuit; and Luwero High Court Circuit
1 <sup>st</sup> January 2023 to 31 <sup>st</sup> March, 2023	Rukungiri High Court Circuit; Iganga High Court Circuit; Kira Chief Magistrate's Court; Tororo High Court; Masindi High Court; Kole Magistrate's Court; and Katakwi Court
1 <sup>st</sup> April 2023 to 30 <sup>th</sup> June, 2022	Kumi Chief Magistrate's Court; Pallisa Chief Magistrate's Court; Busembatia Magistrate Grade I Court; Sanga Magistrate Grade I Court; Lyantonde Magistrate Grade I Court; Kyazanga Magistrate Grade I Court; Mbirizi Magistrate Grade I Court; Lukaya Magistrate Grade I Court; Buwama Magistrate Grade I Court; Nsangi Magistrate Grade I Court; Moroto High Court Circuit; Mukono High Court Circuit; Butambala Court; Nabweru Court; Nwoya Court; Sheema Court; and Mbarara High Court Circuit

The general challenges identified across the inspected courts included staffing gaps, physical infrastructure limitations, furniture-related issues, ICT and other JLOS-related gaps, as well as transportation and disorganisation of archives and exhibit stores.

In view of the findings, the Office of the PJ recommended periodic supervision of all courts by resident Judges, Chief Magistrates, and the Estates department; the reorganisation of exhibit stores and archives rooms; elimination of absenteeism and corruption tendencies among some staff; the proper use of Judiciary resources; and ensuring the update of case register books and CCAS. In addition, it recommended the acquisition of a boat for transportation of Judiciary staff working in courts located on the islands of Lake Victoria.

## (ii) Court Sessions

The Hon. PJ handled problematic cases originating from various Divisions and Circuits of the High Court. These were either referred to him by individual Judges or brought to his attention

through complaints. A total of 41 such case files were received by the Hon. PJ and out of these, 27 cases were heard and completed and 16 cases were still at the hearing stage.

The Hon. PJ used a proactive approach in addressing problematic cases to ensure fair and expeditious justice delivery while upholding the integrity and efficiency of the High Court's operations.

## (iii) Presiding over plea-bargain camps

The plea bargaining camps held in various prisons across Uganda were presided over by the Hon. PJ, notably the camps conducted at Mbarara, Masindi, and Luzira Remand Prisons. These contributed significantly to reducing case backlog and ensuring more efficient judicial processes.

## (iv) Court users' complaints

The Hon. PJ diligently responded to and handled a significant number of complaints received as shown in Table 33 below.

**Table 33: Summary of received complaints**

Period	Official Correspondences/ Complaints	Completed	Pending	% of Completion Rate	Reason For Pending Complaints
July 2022	88	88	None	100%	N/A
August 2022	92	92	None	100%	N/A
September 2022	122	122	None	100%	N/A
October 2022	211	204	7	75%	Perusal of files
November 2022	223	223	None	100%	N/A
December 2022	189	189	None	100%	N/A
January 2023	115	115	None	100%	N/A
February 2023	101	99	2	85%	Perusal of files
March 2023	108	108	None	100%	N/A
April 2023	95	95	None	100%	N/A
May 2023	212	212	None	100%	N/A
June 2023	99	99	None	100%	N/A
<b>TOTAL</b>	<b>1,655</b>	<b>1,646</b>			

### **(v) Launch of Six High Court Circuits**

During the financial year, significant efforts were made to improve access to justice services and combat case backlog in Uganda by operationalising six High Court Circuits, which had been non-operational since their establishment in 2016. New High Court Circuits at Luwero, Iganga, Tororo, Rukungiri, Moroto and Hoima were officially commissioned by the Hon. PJ.

At the launch, the importance of these new Circuits was stressed, in enhancing access to justice for residents in these regions, and promising fair and efficient legal proceedings that inspire trust and confidence in the judicial system. Plans were underway to review the Judicature (High Court Circuits) Instrument, with the aim of creating additional High Court Circuits to enhance service proximity and alleviate the burden of case backlog.

### **(vi) Launch of new Court premises**

The Hon. PJ inaugurated new court premises at Kira and Butambala Chief Magistrate Courts as part of the Judiciary strategy to address the growing demands for Judiciary services; accommodate increased caseloads; and ensure efficiency in the delivery of justice to the local communities.

### **(vii) Quarterly Review Meetings**

The Hon PJ conducted quarterly performance review meetings with all heads of High Court Divisions and Circuits. The meetings discussed and proposed strategies for improving the High Court's performance and managing case backlog and caseload at both the High Court and the subordinate courts.

### **(viii) Officiating at Court Open Days**

The Hon. PJ presided over Court Open Days in Kira, Masindi, Kole, Katakwi, Nwoya, Nabweru, and Sheema Districts. These events aimed at increasing transparency by engaging the public, legal practitioners, and Court users; providing insights into the Judiciary's processes; clarifying legal matters; and fostering public trust in the justice system.

### **(ix) Administering the oath of office**

As a formal way of inducting individuals into their respective roles, empowering them to carry out their duties in service to their respective sectors, the Hon. PJ administered the oath of office to Members of the Education Service Commission and Members of the Surveyors Registration Board.

## Office of the Permanent Secretary/ Secretary to the Judiciary

### (i) Coordination of the Administration of Justice Programme

The Judiciary is the lead institution for the Administration of Justice Programme under NDP III comprising of the Judicial Service Commission, Office of the Director of Public Prosecutions, Law Development Centre, Tax Appeals Tribunal, Uganda Police Force and Ministry of the Gender, Labour and Social Development. The Judiciary and the seven other sister institutions, with support from the National Planning Authority finalised the development of the Administration of Justice Programme under the NDP III.



During the FY2022/23, the Annual Programme Performance Report for FY 2021/22; the Programme BFP for FY 2023/24; and four quarterly reports on the Programme performance were prepared. The Programme Leadership Committee held a meeting on 13th October 2022 chaired by the CJ; and the Programme Working Group meetings were held on 11th October 2022 and 29th March 2023 chaired by the Permanent Secretary/Secretary to the Judiciary. The quarterly Technical Working group meetings were also held.

### (ii) Review of NDP III

The implementation of NDP III was in its third year of implementation in the FY 2022/2023 and the Judiciary as the lead institution for the Administration of Justice Programme presented the Programme's performance, emerging issues and recommendations to be considered in NDP IV.

### (iii) Inspections

The Secretary to the Judiciary carried out countrywide inspections in the 20 High Court Circuits and areas where there was ongoing construction of Courts in order to ensure that works were on course.

### (iv) Implementation of commitments under the NRM manifesto

The Permanent Secretary/Secretary to the Judiciary made a presentation during the NRM manifesto week on the status of implementation of NRM manifesto commitments and strategic directives and guidelines for the period from 2021 to March 2023.



### **(v) Engagements with Members of Parliament on the Committee on Legal and Parliamentary Affairs**

The Judiciary led by the Permanent Secretary/Secretary to the Judiciary appeared before the Committee on Legal and Parliamentary Affairs to present the Budget Framework Paper FY 2023/24 and the Judiciary Policy Statement FY 2023/24.

### **(vi) Senior Management Committee Meetings**

The Senior Management Committee chaired by the Permanent Secretary/Secretary to the Judiciary comprises the Chief Registrar, Registrars of Registries and Heads of Departments. The committee discusses various issues, including manuals and strategies some of which are forwarded to the Top Management. The Office of the Secretary to the Judiciary conducted 43 Senior Management Committee meetings in the FY 2022/23.

## Office of the Chief Registrar

### (i) Hosting the Registrars and Magistrates Annual Conference, 2022

The Office of the Chief Registrar organised the Registrars and Magistrates Annual Conference on 28th and 29th of November 2022 which gave an opportunity to the Judiciary management to interact with the field staff and share management issues aimed at improving service delivery. It was also an opportunity for the new staff to interact with the senior staff for mentorship and team building.



### (ii) Management of bailiffs

The Office of the Chief Registrar is charged with licensing and regulating Court Bailiffs in the country. A total of 411 bailiffs were licensed and a total of 471 premises of bailiffs across the country were inspected.

In addition, a total of 83 complaints against bailiffs were registered while 23 were carried forward from the previous year. Of these, 71 were completed and 35 are still pending. The disposals included 4 suspensions, 19 orders of refund, 10 cautions and 38 dismissals for lack of merit/want of prosecution. There was an improvement in

the disposal rate due to the operationalisation of the Court Bailiffs Licensing and Disciplinary Committee which held 12 sittings in the FY 2022/23.

### (iii) Enrolment of advocates

All Advocates forwarded and accredited by the Law Council were enrolled. They were 633 in total, of which, 260 were female and 373 male. In the reporting period 4,080 advocates were licensed. Table 34 summarises the enrolment.

**Table 34: Enrolment of Advocates during FY 2022/23**

<b>S/No.</b>	<b>Date</b>	<b>Male</b>	<b>Female</b>
1.	19-08-22	57	15
2.	29-09-22	18	18
3.	17-10-22	17	19
4.	18-11-22	28	32
5.	8-12-22	23	35
6.	27-01-23	32	44
7.	23-02-23	38	22
8.	14-04-23	46	24
9.	12-05-23	51	21
10.	14-06-23	63	30
	<b>Total</b>	<b>373</b>	<b>260</b>

Table 35 below shows the comparison of total number of male and female advocates enrolled in the FY 2021/22 against FY 2022/23 .

**Table 35: Comparison of enrolled advocates in the FY 2021/22 and FY 2022/23**

<b>SN</b>	<b>Number of Advocates Enrolled</b>	<b>FY 2021/2022</b>	<b>FY 2022/2023</b>
1	Male	300	373
2	Female	260	260
	<b>Total</b>	<b>560</b>	<b>633</b>



*Enrolled Advocates at the High Court Building Kampala*

**(iv) Field visits conducted**

The Chief Registrar visited 41 courts in the last financial year to assess the performance of courts. Field visits were conducted in the High Court Circuits of Soroti, Arua, Mbale, Tororo, Rukungiri, Iganga, Hoima, Luweero and Mubende; Chief Magistrates Courts of Mayuge, Kira, Kole, Kamuli, Bugiri, Katakwi, Kiruhura, Nakasongola, Wobulenzi, Nwoya, Entebbe, Kajjansi, Isingiro; and in Grade One Magistrates Court of Namayingo, Baitambogwe, Adjumani, Sanga, Kagoma, Nakisunga, Buyende, Serere, Kagango and Buwama.



*Inspection of Archives at Arua Chief Magistrates Court*





*Adjumani Court Archives at the time of inspection in September 2022*



*A standardised Archive at Arua High Court Circuit*



*A standardised Archive at Kira Chief Magistrates Court*

## **(v) Meeting with Registrars and Magistrates**

Nine meetings were held with Registrars and Magistrates. This also saw the distinctive categories of Magistrates Grade One in charge of research and Magistrates Grade Two have meetings with the Chief Registrar to discuss their roles and how to improve on their performance.

The Chief Registrar organised these meetings to address a range of issues, share best practices, and foster team building, mentorship, and performance evaluation. One of the key best practices adopted by Judicial officers as a result of performance evaluation and peer learning in these meetings was the modernisation and standardisation of archives in courts countrywide.

## (vi) Stakeholder engagements

The Chief Registrar participated in stakeholder meetings as shown in Table 36 below:

**Table 36: Stakeholder engagements of the Chief Registrar**

S/No	Activity	Date
1.	The maiden meeting of the State-Funded Legal Representation Implementation Committee .	18 <sup>th</sup> January, 2023
2.	Sensitisation engagements with stakeholders in the administration of justice in refugee settlements in Kyaka II in Kyegegwa District and in Alere in Adjumani District.	
3.	A meeting between Judges and Registrars of the International Crimes Division and Criminal Division and officers from ODPP over management of cases of Trafficking in Persons	22 <sup>nd</sup> March 2023
4.	Bar - Bench Committee meeting held with Uganda Law Society for High Court Divisions, attended by senior counsel and the head of the bar, Judges and Registrars of the Courts of Judicature.	10 <sup>th</sup> May, 2023
5.	Bar - Bench Committee meeting held with Uganda Law Society - for the Supreme Court, attended by senior counsel and the head of the bar, Judges and Registrars of the Courts of Judicature.	11 <sup>th</sup> May, 2023



*Stakeholder engagement in Alere Refugee Settlement in Adjumani District*

### **(vii) Transfers, deployments and assignment of Registrars and Magistrates**

Over the last financial year several transfers, deployments and assignments of officers across the ranks were made by the Chief Registrar to improve the administration of justice in the various courts, and to enable the boosting of certain Courts or Divisions given the high volumes of work. It is also prompted in some instances by promotions of judicial officers and the need to adequately cover staffing gaps.

The Inspectorate of Courts was strengthened and now has a total of six inspectors including one Registrar and five Deputy Registrars. All the 20 High Court Circuits have either a Deputy or Assistant Registrar, while High Court Division registries with large caseloads such as Commercial, Land and Family Divisions were beefed up with Deputy and Assistant Registrars to expedite the hearing of interlocutory matters.

The Chief Magistrates Courts of Makindye, Nakawa, Mengo, Mbarara and Mukono which had been earmarked as having a higher than average caseload in the docket of Chief Magistrate, now have two Chief Magistrates each, while the Chief Magistrates Courts of Kajjansi, Amuru, Kiruhura, Katakwi, Buhweju, Rakai, Kisoro, Dokolo, Mayuge, Kiryandongo, Sironko,

Kalangala, Budaka, Bugiri, Butambala, Sembabule, Mitooma, Yumbe and Bundibugyo have had Chief Magistrates deployed to those Courts for the first time. Magistrates Grade One Courts in Mukuuto, Namungalwe, Butambala, Apala, Kibiito, Namutumba, Kagoma, Kangulumira and Buvuma Island were operationalised by deployment of Magistrates Grade One there. These deployments made justice more physically accessible for the people of Uganda.

### **(viii) Complaints management and innovations to reduce complaints**

A total of 190 complaints were registered directly with the Chief Registrar over the conduct of Judicial Officers and impropriety at courts. Other complaints were channelled to the Inspectorate of Courts. Emphasis was on ensuring that complaints are handled in a timely manner and that the office of the Chief Registrar was responsive to areas that could be impacted for the better through administrative intervention of the office.

Furthermore, the culture of using preventive approaches to complaints was encouraged resulting in the re-vamping of peer committees for Registrars and Magistrates of various ranks and the use of a standard inspection tool for all Courts as a measure for quality assurance.







# 16

## PUBLIC AWARENESS AND THE IMAGE OF THE JUDICIARY

The Judiciary sought to continuously improve its public image and enhance public awareness of judicial services, business processes and practices. The Registry of Public Relations and Communications of the Judiciary is charged with this function and implements its mandate with the support of other Registries, Courts and Departments. Priority areas of focus were enhancing external accountability, promoting public evaluation of judicial services and improving ethics and integrity in the service. In this regard, multi-pronged efforts, including print, electronic, and social media campaigns; court open days and barazas; press conferences; and community outreach, were undertaken to improve visibility, promote accountability and strengthen public and stakeholder engagements.

## 16.1 Print, electronic, social media campaigns and court open days and Barazas

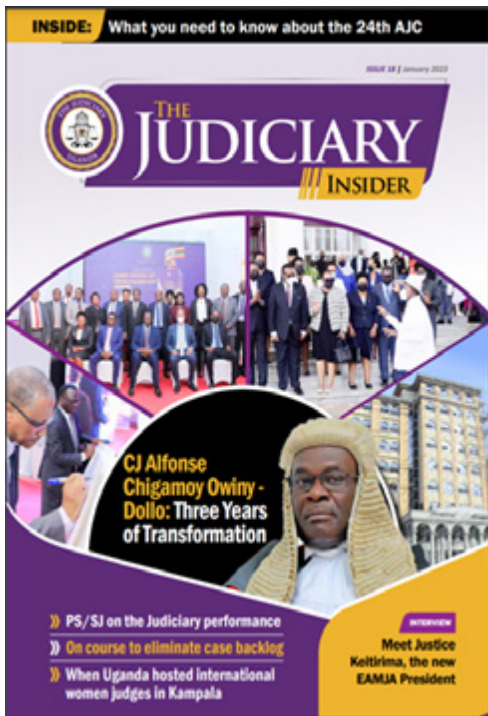
### i) Print Media

The Judiciary developed, simplified, printed and disseminated 40,560 copies of assorted IEC/sensitisation materials to the public. These included materials like brochures, fliers, magazines, posters detailing information on the profile of the Judiciary, its Mission and Vision; Judiciary key events and activities; Court processes on civil matters, bail refund, plea bargain, Court fees, ECCMIS and the Judiciary

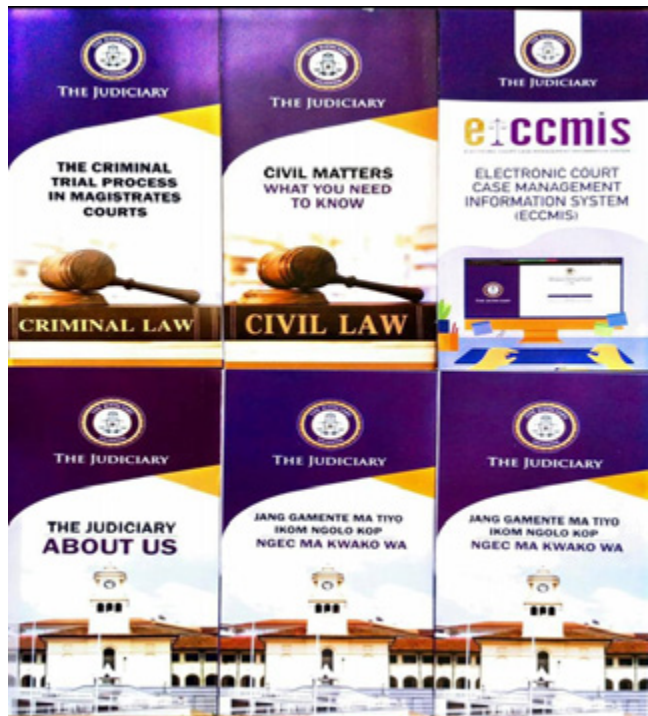
Call Centre. Some of these materials were translated into different local languages including Luganda, Luo and Runyakitara.

The IEC materials were disseminated through different channels by the Judiciary Communications and Public Relations Registry at Court Open days, Community Outreaches, Barrazas and other public gatherings. The materials were also distributed to courts countywide for display at the established information desks as well as dissemination to the public by court staff.

Information on the Judiciary processes was also disseminated through print media houses such as New Vision and Daily Monitor newspapers.



The Judiciary Insider 2023



IEC materials that were developed and disseminated to the public in 2023



## ii) Radio/TV talk shows

These were intended to engage the wider public on topical discussions related to the justice needs in a given field. The talk shows were equally used to mobilise members of the public for participation in planned Judiciary awareness programmes. Radio/TV talk shows were regularly conducted in different parts of the country, especially to promote access to justice initiatives. The media used include East FM (Tororo), Bunyoro Broadcasting Services (Masindi), Unity FM (Lira), Radio Rukungiri, Teso Broadcasting services and Etop FM (Soroti), Unity FM (Lira), TBS FM, Eastern voice, NBS FM, Bushenyi FM, Radio Ankole, Liberty FM while the TV talk shows were on UBC, NBS TV, NTV, Bukedde among others.

SGBV awareness campaigns were conducted on Radio Simba, Voice of Kamwenge, East FM, Sauti Radio, Luo FM and BFM with support from UNFPA.



*Radio talk shows where some of the Judiciary Communications Officers were hosted*

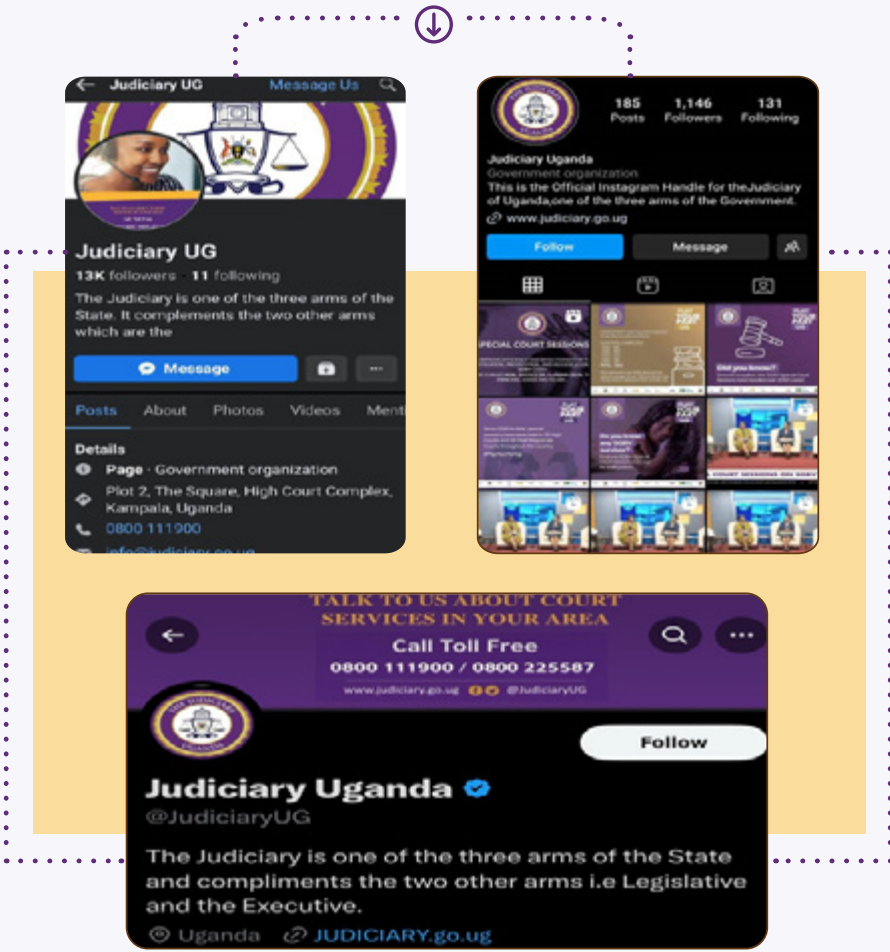
## iii) Social media campaigns

Additionally, the Judiciary Communications Department managed a number of social media sites through which information was shared with the various stakeholders.

## iv) Court Open Days and Barazas

Court Open Days and barazas are aimed at interactive public engagement to enable the public freely interface with the Judiciary and its Stakeholders. Such interface allows the public to share their experiences and complaints, make consultations with the Judiciary administration and obtain feedback on various Justice spheres. This in turn improves accountability, public awareness and confidence in the Judiciary.

In the FY 2022/23, the Judiciary held Court open days at 28 Courts (Arua, Adjumani, Gulu, Kyaka, Bugiri, Hoima, and Moroto Arua, Adjumani, Gulu, Kyaka, Bugiri, Hoima, and Moroto Ntungamo, Rukungiri, Luwero, Entebbe, Hoima, Tororo, Iganga, Masindi, Kiruhura, Kole, Katakwi, Soroti, Kumi, Kiboga Butambala, Nabweru, Rakai, Nwoya, Sheema, and Mbale).



Deputy Chief Justice inspecting stalls at Mitiyana High Court Open Day





*Butambala Chief Magistrates Court Commissioning*



*Court Open Day at Bugiri CM*



*Moroto High Court Launch*

## 16.2 Promoting the Judiciary brand

In a deliberate effort to enhance visibility and promote the Judiciary brand, the Judiciary also developed, printed and distributed branded items like umbrellas, pens, notebooks, corporate shirts and T-shirts with Judiciary logos, colours and selected court initiatives.

## 16.3 Media Management

The Judiciary Communications and Public Relations Registry maintained an excellent working relationship with the media to ensure that the Courts got balanced media representation and that the public was regularly informed about court activities and programmes on a monthly basis. The Registry took an initiative to accredit all court reporters as a means to improve the Court Reporting function.

## 16.4 New reforms rolled out

The Registry of Public Relations and Communications conducted and participated in the rollout of reforms such as ECCMIS, Mediation, Plea-Nargain, Small

Claims Procedure and HIV sensitisation.

## 16.5 Community outreach campaigns

These were regularly conducted in communities in different parts of the country as part of the broader public awareness efforts to promote access to the courts and justice. The Judiciary communications staff teamed up with the other administration of justice players in selected areas to sensitise communities about court processes, procedures and initiatives. In an interactive style, the public freely engaged with the officials to obtain instant feedback on the services offered.

## 16.6 Enhancing information sharing and feedback mechanisms.

### (a) The Judiciary Call Centre

The Judiciary Call Centre continued to handle queries and complaints of court users who would get real time responses and solutions to their queries/complaints. Some of the issues were forwarded to the Inspectorate of Courts for further action.



*The Judiciary Call centre is housed in the former Telephone Room at the Judiciary Headquarters*





# 17

## RESOURCE MOBILISATION AND MANAGEMENT

### 17.1 Resource mobilisation

The Judiciary was able to implement various activities that contributed to achieving its mandate through various projects with GoU funding and donor support. Table 37 shows a summary on the performance of projects.

**Table 37: Summary on the status of projects implemented in the financial year**

S/No.	Project	Source of funding	Status
1.	Construction of Supreme Court and Court of Appeal Buildings project	GoU	The Supreme Court building is at 90% while Court of Appeal building is at 80% stage of completion.
2.	Retooling project - establishment of 9 breastfeeding and children playrooms at court	GoU	
3.	Administration of Justice Programme Support focused on capacity building of Judiciary staff and equipping courts	United Nations Development Programme	All activities were implemented within the financial year
4.	Sexual Gender Based Violence Phase V focused on facilitation of High Court and Chief Magistrates sessions targeting SGBV cases.	United Nations Population Fund	Completed during the FY. SGBV Phase VI is under way
5.	Women and Girls Access Justice through Effective, Accountable and Gender-Responsive Institutions	United Nations Women	Concluded during the FY
6.	Increased access to justice, improved security and protection of refugees and host communities in Northern Uganda, focused on improving adjudication of SGBV cases	European Union	Facilitated 3 special High Court sessions of 50 cases each and 3 special Chief Magistrate Court sessions of 50 cases each for SGBV and justice for children at Terego, Arua, Koboko, Moyo, Adjumani and Lamwo.

There were projects in the final stages of approval scheduled to be implemented in the next financial year 2023/24. These included: Strengthening Crime Prevention and Criminal Justice in Uganda project funded by United Nations Office on Drugs and Crime (UNODC) and Support to Judiciary by IDLO International Development Law Organization (IDLO). A more detailed account on the progress of projects in FY 2022/23 is in **Annex 2**.

Other projects that were designed and were in the final stages of approval are shown in Table 38 below.



**Table 38: Upcoming Judiciary projects**

<b>S/No.</b>	<b>Project Title</b>	<b>Source of Funding</b>	<b>Duration</b>	<b>Focus Areas</b>
1.	Strengthening Crime Prevention and Criminal Justice in Uganda	UNODC	5 years	<ul style="list-style-type: none"> <li>a) Facilitation of launch and popularisation of Anti-Corruption Strategy</li> <li>b) Building capacity of Judicial officers and other staff of the Judiciary in emerging crimes and project management</li> <li>c) Facilitation of RCCs and DCCs</li> <li>d) Facilitation of National or other Court Open days</li> <li>e) Creating awareness of online court processes</li> <li>f) Procuring ICT equipment</li> </ul>
2.	Support to Judiciary by IDLO	IDLO	6 months	<ul style="list-style-type: none"> <li>a) Training Advocates to effectively handle State Briefs and facilitating its reporting</li> <li>b) Facilitation of RCCs and DCCs</li> <li>c) Facilitation of National of other Court Open days</li> <li>d) Support to court user committees</li> <li>e) Facilitation of rollout and conducting Plea Bargaining</li> <li>f) Training and accrediting Court Annexed Mediators, Community Mediators and Private Mediators</li> <li>g) Facilitation of Bar-Bench meetings</li> <li>h) Roll out and conducting Small Claims Procedure</li> <li>i) Developing user tools for Local Council Courts on data collection, records and information management</li> <li>j) Developing and dissemination reporting tools for use by Courts in the adjudication of property and land disputes</li> </ul>

S/No.	Project Title	Source of Funding	Duration	Focus Areas
				k) Training and sensitisation Judicial officers in speedy handling of Land cases
				l) Facilitation of sessions at Refugee settlements (Criminal)
				m) Facilitation special SGBV sessions
				n) Developing Judiciary indicators in line with the National Priority Gender and Equity Framework
				o) Review of the Client Charter
				p) Facilitation of counselling services at the Family Division
				q) Reorganising Court Registries and archives in 5 High Courts and 15 CMs)
				r) Training of Judiciary registry staff on Registry Management
				s) Facilitation of validation and roll out of Communication strategy

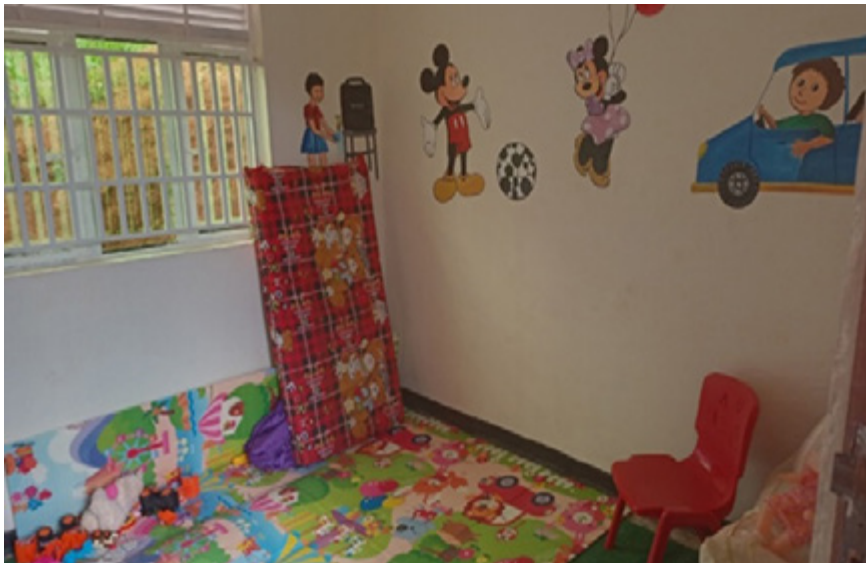
## 17.2 Accounting system and resource management

In a bid to strengthen the accounting system and resource management, the Judiciary responded to the following Audit reports: The Auditor General's Management Letter of FY 2021/22; the Auditor General's report to Parliament of FY 2021/22; three Internal Audit Reports FY 2022/23; and the Annual Internal Auditor General Report.

## 17.3 Monitoring and Evaluation function in the Judiciary

The Monitoring and Evaluation (M&E) is spearheaded by the Registry of Planning, Research and Development working together with the Policy and Planning Department and assisted by the ICT staff and Public Relations. The M&E function was guided by the National Policy on Public Sector Monitoring and Evaluation, 2013 and Monitoring and Evaluation Framework in the Judiciary Strategic Plan V 2020/21-2024/25. To further strengthen this function, the Judiciary created the Monitoring and Evaluation Unit under the Department of Policy and Planning.

The Judiciary undertook M&E of the interventions in the work plan and produced quarterly monitoring reports that informed planning and budgeting. To further reinforce the M&E function, the Judiciary planned to develop its M&E System to streamline and strengthen institutionalisation of monitoring and evaluation. The following M&E outputs were delivered: Quarterly monitoring reports; Projects progress performance reports; Annual report on the contribution of Judiciary to implementation of Sustainable Development Goals FY2022/23; Programme Annual Performance Report FY 2022/23; and the revised Programme intermediate outcomes results framework.



*Child friendly room at Nsangi Court*

## **17.4 Policy and Planning**

The Judiciary tracked policy development, undertook monitoring and evaluation of public policies, work plans and prepared budgets and performance reports during the financial year. The following policy and planning documents were prepared and submitted:

- (i) Annual Judiciary MTEF Performance Report for FY 2021/22.
- (ii) Judiciary Budget Framework Paper for FY 2023/24.
- (iii) The Judiciary Policy Statement for FY 2023/24.
- (iv) Quarterly Judiciary performance reports were prepared.
- (v) Status Report on the implementation of Cabinet decisions.
- (vi) Status Report on the implementation of commitments in the NRM manifesto 2021-2026

The Judiciary developed National Standard Indicators (NSIs) to track the implementation of key institutional performance outcomes (results) and the Administration of Justice Programme Implementation Action Plan.



*Statisticians from the Judiciary participating in validation exercise of the National Standard Indicator Framework organised by the Uganda Bureau of Statistics (UBOS)*





# 18

## GENERAL CHALLENGES

### I. Closure of premises housing the Supreme Court.

Due to a series of occurrences that threatened both life and property, The CJ took drastic measures on 30th May 2022, and advised the Supreme Court to relocate from the rented premises at Kololo that had been classified as not fit for human habitation until repairs could be made. Unfortunately, for more than half a year, the landlord was not able to correct the wrongs, and as a result, the Supreme Court was relocated to Lourdel Road, Wandegeya, pending completion of the Supreme Court house. We regret any inconveniences caused by this decision

- 2. Increasing caseload.** While commendable efforts have been made to deal with the case backlog, the number of newly registered cases have consistently increased with each passing year. For the financial year 2022/23, the newly registered cases across the courts increased from 229,375 recorded in the financial year 2021/22 to 294,020 indicating an increase of 64,645 cases. This calls for strategic interventions to deal with this growing caseload in order to quench the immense thirst for justice services across the country.
- 3. Inadequacies amongst some of the key justice agencies. The other justice service** agencies, such as the ODP, the Uganda Police Force, the Judicial Service Commission and the Office of the Attorney General, among others, suffer gross human resource deficiencies and lack sufficient tools for their workforce. This has inevitably frustrated justice service delivery and made it difficult to banish case backlog in courts.

We have also noted growing case backlog at the Industrial Court, which needs to be addressed urgently. There is need for an additional 3 Judges at the industrial court to be able to clear the backlog, which stood at 69.7% by the end of June 2023.

- 4. Inadequate remand homes across the country.** The glaring absence of Remand Homes in most districts in Uganda has led to delays in disposal of juvenile cases and inevitable breach of the well-intended provisions of the Children Act and other laws. The high transport costs of taking juvenile offenders to the courts have inevitably caused congestion in the remand homes and exacerbated delays in case trials.



# 19

## PRIORITIES FOR FY 2023/24

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### I. Reforms in the Law

- a) Amend the Magistrates Courts Act to enhance the civil jurisdiction of Magistrates Courts so that they are empowered to handle disputes of an enhanced value consistent with the current economic trends and inflationary levels in the country.

This will help fight case backlog and delays in delivery of justice.

- b) Revise the Magisterial Areas Instrument of 2017 to establish Chief Magistrates Courts at every district and Magistrate Grade One Courts at every county/constituency in Uganda, in order to bring Judiciary services nearer to the people.
- c) Review the High Court Circuits Instrument 2016 to increase the number of High Court Circuits across the regions. This will give rise to the creation of new High Court Circuits at Nebbi, Kitgum, Apac, Kumi, Rakai, Bushenyi, Kasese Kitgum, Kiboga, Pallissa and other deserving places, in order to alleviate the severe inhibitions to access to High Court services in those areas.

## 2. Promotion of Alternative Dispute Resolution Mechanisms

The Judiciary plans to enhance ADR interventions across the country, through:

- (a) Rolling out Small Claims Procedure to 36 additional Magistrates Courts,
- (b) Holding Plea-bargaining sessions at the Criminal Division, 20 High Court Circuits and selected Chief Magistrate Courts,
- (c) Promoting appellate mediation, and
- (d) Training and accrediting of 160 mediators to support the application of mediation in dispute resolution.

## 3. Construction of more Court buildings

The Judiciary plans to:

- (a) Complete Supreme Court and Court of Appeal buildings
- (b) Complete the construction of Soroti and Rukungiri High Court buildings
- (c) Complete the construction of Alebtong,

Budaka and Lyantonde Chief Magistrate Court buildings

- (d) Complete the construction of Abim, Patongo and Karenga Magistrate Grade I Court buildings
- (e) Start the construction of Tororo High Court building (Phase I)

## 4. Renovation of more Court buildings

The Judiciary plans to renovate:

- (a) 3 High Courts circuits of Mbarara, Fort Portal and Jinja.
- (b) 3 Chief Magistrate Courts of Entebbe, Nabweru and Kapchorwa.
- (c) 4 Magistrate Grade One Courts of Amuru, Aduku, Ngora and Apala.

## 5. Procurement of more Transport Equipment

In an effort to improve security for Judicial Officers and facilitate locus visits and inspections, the Judiciary plans to acquire vehicles for specified officers (Justices and Judges), Registrars and Magistrates as follows:

- a) 60 vehicles will be procured for Judicial Officers (Justices of the Supreme Court (3), Judges of the High Court (20), Registrars (4), Chief Magistrates (16) and Magistrates Grade I (17),
- b) 5 vehicles will be procured for field supervision
- c) 1 Minibus (14 Seater) will be acquired for cross-cutting services.
- d) 1 boat will be procured for Courts in island areas of Buvuma and Kalangala; and
- e) 85 motorcycles will be procured for Process Service.



## 6. Automation of Courts

The Judiciary will continue to foster the use of ICT in adjudication of cases. Specifically, this will be done through:

- (a) Rolling out ECCMIS to Cluster Two Courts: Criminal Division, International Crimes Division, Buganda Road CM Court, and Standards, Utilities and Wildlife CM Court.
- (b) Rolling out ECCMIS to additional six (6) courts of Jinja High Court, Jinja Chief Magistrate Court, Kamuli Chief Magistrate Court, Bugembe Magistrate Grade I Court; Kakira Magistrate Grade I Court and Kagoma Magistrate Grade I Court.
- (c) Digitization of Court files for 2 ECCMIS Court Stations - Supreme Court and Court of Appeal.
- (d) Development of the Judiciary Judgement Writing Tool.

## 7. Alternative sources of power for courts

Courts in remote areas face frequent load-shedding which interrupts Court operations and ultimately affects the quality of service delivery. The Judiciary will procure and install solar systems in 10 Courts of Kiruhura, Butambala, Budaka, Patongo, Pader, Mayuge, Karenga, Kiryandongo, Nabilatuk, and Napak to alleviate power shortage.

## 8. Provision of Furniture for Courts

Some Magistrates Courts lack sufficient furniture in the Court halls which has forced them to borrow furniture from Local Government Councils to operate. The Judiciary plans to procure more furniture for 12 new Justices, 27 Courts and the Judicial Training Institute.

## 9. Acquisition of land for construction of Courts

The Judiciary plans to process and acquire 40 land titles in areas earmarked for the construction of Court buildings across the country.

## 10. Establishment of the Performance Management System

Section 18 of the AJA 2020, provides for the establishment of a Performance Management System within the Judiciary to ensure institutional and individual accountability. The Judiciary will complete the development of a Case Weighting Scheme whose primary goal is to develop a valid measure of judicial work across the courts in Uganda, by taking into account variations in complexity among different case types as well as the differences in non-case-related responsibilities of Justices, Judges, Registrars and Magistrates.

## 11. Development and implementation of the Judgment Writing Tool

The Judiciary has embarked on developing a Judgment Writing Tool that will have access to the different laws and authorities with a designed easy-to-use template. It is expected to contribute to the efficient and effective reduction of case backlog by lessening the time it would take Judicial officers to write their judgments and rulings.





# 01

## ANNEX

### CASE AGE STATUS AS AT 30TH JUNE 2023 BY COURT LEVEL

## Supreme Court

**Table 39: Case age at the Supreme Court as at 30th June 2023**

CASE TYPE	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
Criminal	95	88	177	75	27	461	279	60.52
Civil	119	63	39	5	0	226	44	19.47
Constitutional cases	6	1	0	0	0	8	0	0.00
<b>Total Pending for Supreme Court</b>	<b>220</b>	<b>152</b>	<b>216</b>	<b>80</b>	<b>27</b>	<b>695</b>	<b>323</b>	<b>46.47</b>

Source: Electronic Court Case Management Information System

## Court of Appeal/ Constitutional Court

**Table 40: Case Age at Court of Appeal/ Constitutional Court as at 30th June 2023**

CASE TYPE	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%Age Backlog
Criminal	790	735	767	1,048	149	3,489	1,964	56.29
Constitutional cases	41	30	76	43	2	192	121	63.02
Civil	844	661	1,666	1,081	4	4,256	2,751	64.64
Election Cases	0	17	0	0	0	17	0	0.00
Taxation Application	63	46	1	0	0	110	1	0.91
Mediation Cause	78	56	0	0	0	134	0	0.00
<b>Total Pending for Court of Appeal</b>	<b>1,816</b>	<b>1,545</b>	<b>2,510</b>	<b>2,172</b>	<b>155</b>	<b>8,198</b>	<b>4,837</b>	<b>59.00</b>

Source: Court Case Administration System and Electronic Court Case Management Information System



**Table 41: Case Age at High Court Divisions as at 30th June 2023**

Case type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%Age Backlog
Anti-corruption	76	49	64	8	0	197	72	36.55
Commercial	2,368	1,069	1,403	298	21	5,159	1,722	33.38
Criminal	827	610	443	99	44	2,023	586	28.97
Civil	1,084	1,045	1,092	138	12	3,371	1,242	36.84
Family	1,754	1,031	1,664	289	26	4,764	1,979	41.54
International Crimes	26	14	18	7	0	65	25	38.46
Land	3,072	2,515	2,479	1,003	116	9,185	3,598	39.17
<b>Total Pending for High Court Divisions</b>	<b>9,207</b>	<b>6,333</b>	<b>7,163</b>	<b>1,842</b>	<b>219</b>	<b>24,764</b>	<b>9,224</b>	<b>37.25</b>

Source: Court Case Administration System and Electronic Court Case Management Information System

## High Court Circuits

**Table 42: Case Age of High Court Circuits as at 30th June 2023**

High Court Circuits	Case Type	under 1 year	Greater than 1 but Less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Backlog	%age Backlog
Fort Portal High court	Civil	34	22	51	31	197	335	279	83.28
	Criminal	4	2	5	3	21	35	29	82.86
	Land	16	9	27	12	0	64	39	60.94
	Family	268	132	298	0	0	698	298	42.69
<b>Total</b>		<b>322</b>	<b>165</b>	<b>381</b>	<b>46</b>	<b>218</b>	<b>1,132</b>	<b>645</b>	<b>56.98</b>
Gulu High court	Criminal	234	137	631	309	263	1,574	1,203	76.43
	Civil	2	15	134	110	41	302	285	94.37
	Land	10	199	904	101	0	1,214	1,005	82.78
	Commercial	0	0	0	0	0	0	0	0.00
	Family	15	13	71	3	0	102	74	72.55
<b>Total</b>		<b>261</b>	<b>364</b>	<b>1,740</b>	<b>523</b>	<b>304</b>	<b>3,192</b>	<b>2,567</b>	<b>80.42</b>
Jinja High court	Criminal	80	155	338	121	24	718	483	67.27
	Civil	154	100	232	234	703	1,423	1,169	82.15
	Land	47	27	81	45	0	200	126	63.00
	Family	27	18	41	42	125	253	208	82.21
<b>Total</b>		<b>308</b>	<b>300</b>	<b>692</b>	<b>442</b>	<b>852</b>	<b>2,594</b>	<b>1,986</b>	<b>76.56</b>

High Court Circuits	Case Type	under 1 year	Greater than 1 but Less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Backlog	%age Backlog
Mbale High court	Civil	316	224	365	161	63	1,129	589	52.17
	Commercial	9	3	17	11	0	40	28	70.00
	Criminal	79	152	331	119	23	704	473	67.19
	Family	29	13	52	34	0	128	86	67.19
	Land	48	51	109	45	1	254	155	61.02
<b>Total</b>		<b>481</b>	<b>443</b>	<b>874</b>	<b>370</b>	<b>87</b>	<b>2,255</b>	<b>1,331</b>	<b>59.02</b>
Mbarara High court	Criminal	589	397	770	252	4	2,012	1,026	50.99
	Civil	510	426	455	166	37	1,594	658	41.28
	Land	190	178	173	18	1	560	192	34.29
	Family	207	41	2	1	0	251	3	1.20
<b>Total</b>		<b>1,496</b>	<b>1,042</b>	<b>1,400</b>	<b>437</b>	<b>42</b>	<b>4,417</b>	<b>1,879</b>	<b>42.54</b>
Masaka High court	Criminal	4	3	6	0	0	13	6	46.15
	Civil	97	80	86	32	7	302	125	41.39
	Family	148	111	101	0	0	360	101	28.06
	Land	159	111	158	0	0	428	158	36.92
<b>Total</b>		<b>408</b>	<b>305</b>	<b>351</b>	<b>32</b>	<b>7</b>	<b>1,103</b>	<b>390</b>	<b>35.36</b>
Arua High court	Criminal	88	94	96	11	17	306	124	40.52
	Civil	39	36	105	55	120	355	280	78.87
	Family	41	20	0	0	0	61	0	0.00
	Land	88	61	130	26	2	307	158	51.47
<b>Total</b>		<b>256</b>	<b>211</b>	<b>331</b>	<b>92</b>	<b>139</b>	<b>1,029</b>	<b>562</b>	<b>54.62</b>
Soroti High court	Criminal	91	107	188	123	11	520	322	61.92
	Civil	62	38	88	70	41	299	199	66.56
	Family	209	70	140	0	0	419	140	33.41
	Land	35	19	33	0	0	87	33	37.93
<b>Total</b>		<b>397</b>	<b>234</b>	<b>449</b>	<b>193</b>	<b>52</b>	<b>1,325</b>	<b>694</b>	<b>52.38</b>
Lira High Court	Criminal	192	148	382	297	97	1,116	776	69.53
	Civil	91	46	264	212	144	757	620	81.90
	Land	86	43	183	112	7	431	302	70.07
	Family	52	17	34	0	0	103	34	33.01
<b>Total</b>		<b>421</b>	<b>254</b>	<b>863</b>	<b>621</b>	<b>248</b>	<b>2,407</b>	<b>1,732</b>	<b>71.96</b>
Kabale High Court	Criminal	42	47	93	75	3	260	171	65.77
	Civil	22	22	57	11	2	114	70	61.40
	Family	16	7	13	0	0	36	13	36.11
	Land	78	49	76	0	0	203	76	37.44
<b>Total</b>		<b>158</b>	<b>125</b>	<b>239</b>	<b>86</b>	<b>5</b>	<b>613</b>	<b>330</b>	<b>53.83</b>
Masindi High Court	Civil	68	63	92	31	28	282	151	53.55
	Land	79	85	118	79	18	379	215	56.73
	Criminal	25	13	31	15	58	142	104	73.24
	Family	17	8	14	0	0	39	14	35.90
<b>Total</b>		<b>189</b>	<b>169</b>	<b>255</b>	<b>125</b>	<b>104</b>	<b>842</b>	<b>484</b>	<b>57.48</b>
Mubende High court	Criminal	239	278	192	45	12	766	249	32.51
	Civil	41	41	74	16	1	173	91	52.60
	Family	75	45	108	1	0	229	109	47.60
	Land	223	234	406	42	10	915	458	50.05
<b>Total</b>		<b>578</b>	<b>598</b>	<b>780</b>	<b>104</b>	<b>23</b>	<b>2,083</b>	<b>907</b>	<b>43.54</b>

High Court Circuits	Case Type	under 1 year	Greater than 1 but Less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Backlog	%age Backlog
Mukono High court	Criminal	258	352	822	49	0	1,481	871	58.81
	Civil	365	423	661	25	0	1,474	686	46.54
	Land	382	324	514	32	1	1,253	547	43.66
	Family	108	60	102	0	0	270	102	37.78
<b>Total</b>		<b>1,113</b>	<b>1,159</b>	<b>2,099</b>	<b>106</b>	<b>1</b>	<b>4,478</b>	<b>2,206</b>	<b>49.26</b>
Mpigi High court	Criminal	184	241	192	2	0	619	194	31.34
	Civil	34	24	58	0	0	116	58	50.00
	Family	140	80	134	0	0	354	134	37.85
	Land	296	169	378	35	0	878	413	47.04
<b>Total</b>		<b>654</b>	<b>514</b>	<b>762</b>	<b>37</b>	<b>0</b>	<b>1,967</b>	<b>799</b>	<b>40.62</b>
Hoima High court	<b>Criminal</b>	375	0	0	0	0	375	0	0.00
	<b>Land</b>	291	0	0	0	0	291	0	0.00
	<b>Civil</b>	49	0	0	0	0	49	0	0.00
	<b>Family</b>	497	0	0	0	0	497	0	0.00
<b>Total</b>		<b>1,212</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,212</b>	<b>0</b>	<b>0.00</b>
Luwero High court	Criminal	215	0	0	0	0	215	0	0.00
	Civil	169	0	0	0	0	169	0	0.00
	Family	386	0	0	0	0	386	0	0.00
	Land	675	0	0	0	0	675	0	0.00
<b>Total</b>		<b>1,445</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,445</b>	<b>0</b>	<b>0.00</b>
Moroto High court	Civil	34	0	0	0	0	34	0	0.00
	Land	54	0	0	0	0	54	0	0.00
	Criminal	321	0	0	0	0	321	0	0.00
	Family	7	0	0	0	0	7	0	0.00
<b>Total</b>		<b>416</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>416</b>	<b>0</b>	<b>0.00</b>
Tororo High court	Civil	0	0	0	0	0	0	0	0.00
	Family	0	0	0	0	0	0	0	0.00
	Land	0	0	0	0	0	0	0	0.00
	Criminal	0	0	0	0	0	0	0	0.00
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
Rukungiri High court	Civil	153	0	0	0	0	153	0	0.00
	Land	46	0	0	0	0	46	0	0.00
	Criminal	224	0	0	0	0	224	0	0.00
	Family	19	0	0	0	0	19	0	0.00
<b>Total</b>		<b>442</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>442</b>	<b>0</b>	<b>0.00</b>
Iganga High court	Civil	494	0	0	0	0	494	0	0.00
	Land	468	0	0	0	0	468	0	0.00
	Criminal	1,070	0	0	0	0	1,070	0	0.00
	Family	67	0	0	0	0	67	0	0.00
<b>Total</b>		<b>2,099</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,099</b>	<b>0</b>	<b>0.00</b>
<b>Total for all the HCT Circuits</b>		<b>12,656</b>	<b>5,883</b>	<b>11,216</b>	<b>3,214</b>	<b>2,082</b>	<b>35,035</b>	<b>16,512</b>	<b>47.11</b>

Source: Court Case Administration System







# 02

## ANNEX

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### STATUS OF PROJECTS IN THE JUDICIARY

**Table 43: Status of projects**

SN	Stage of project	Stage Range parameter	Colour rep
1.	Beginning stage	0-25%	
2.	Intermediate stage	25%-50%	
3.	Nearing completion	50%-75%	
4.	Finishing stage	75%-100%	

**Table 44: Project description**

Project Title	Source of Funds	Start	End	Duration	Cost (UGX)	Achievements by FY 2022/23	Scope Performance
Construction of court buildings (Supreme Court, Court of Appeal, High Court and Magisterial Courts)	Government of Uganda	July 2019	June 2023	4 years	159.23 billion	Construction of the Supreme Court building was in the final stages	
						Construction of Court of Appeal was in the final stages	
						Soroti High Court was at second-floor walling	
						Rukungiri High Court was at the plastering stage	
						Tororo High Court was pending approval from the Solicitor General	
						Alebtong CM was at the roofing and finishing stage	
						Lyantonde CM was at the stage of plastering and fitting of windows	
						Budaka CM was at the stage of painting, tiling and external works.	
						Abim GI Block A was at the roofing stage while Block B was at the substructure level	
						Karenga GI was at the roofing stage	
						Patongo was at the finishing stage with painting and tiling works ongoing	
						The rehabilitation of Nabilatuk GI is ongoing at painting level	
						The expansion of Moroto CM was at painting stage	
Retooling	Government of Uganda	July 2020	June 2025	5 years	88.507 billion	9 breastfeeding and children's playrooms	

Project Title	Source of Funds	Start	End	Duration	Cost (UGX)	Achievements by FY 2022/23	Scope Performance
						were established at Gulu HC, Land Division, Kapchorwa CM, Mukono CM, Entebbe CM, Kamuli CM, Fort Portal CM, Mayuge CM and Mbale CM	
						6 desktop computers and 6 laptops procured for the Policy and Planning Unit	
						47 vehicles procured for the Justices of the Supreme Court (5), Court of Appeal (1) Judges of the High Court (31), and Magistrates (10)	
						4 vehicles procured for field supervision	
						52 motorcycles procured for process service	
						Furniture procured for 2 Justices of the Court of Appeal	
						Furniture procured for 12 Judges of the High Court	
						Furniture procured for Luweero High Court, the Criminal Division, Commercial Division, Civil Division, Land Division, Family Division, Makindye Chief Magistrate, Nakawa, Chief Magistrate, Buganda Road Chief Magistrate, Kumi Chief Magistrate, LDC Grade I, Kyanika Grade I, Bunagana Grade I, Kasangati Grade I, chambers of the Deputy Chief Justice, chambers of the Chief Registrar, Inspectorate of Courts, Registry of Research, Planning and Development, Human Resource Management Department, Engineering	

Project Title	Source of Funds	Start	End	Duration	Cost (UGX)	Achievements by FY 2022/23	Scope Performance
						Department and Transport Office.	
						Procurement of 4 generators for Kabale High Court, Soroti High Court, Law Development Centre GI, and Makindye Chief Magistrates Court.)	
						Solar system procured and installed in 10 Courts of Kaberamaido CM, Bundibugyo CM, Nwoya CM Buyende CM, Bugiri CM, Mitooma CM, Ntungamo GI, Buyende GI, Aduku & Kole GI	
Administration of Justice Programme Support	United Nations Development Programme	October 2021	August 2023	1 year 10 months	913.988 million	Installation of a video conferencing system at Mbale Court and Mbale Prison	
						Training and stakeholder engagement with Judicial officers	
						Developed a training curriculum for court transcribers, conduct related training, printing and production	
						Developed training and learning tools on electoral disputes resolution and related training	
						South-to- South exchange and learning visit to Ghana	
						Documentation and Knowledge management (equipping, training in law reporting and case summary writing )	
Sexual Gender Based Violence phase V	United Nations Population Fund	August 2022	December 2022	5 months	711.120 million	Preparatory engagements with stakeholders	
						High Court and Chief Magistrates sessions targeting SGBV cases.	



Project Title	Source of Funds	Start	End	Duration	Cost (UGX)	Achievements by FY 2022/23	Scope Performance
						Media and Communication Outreach	
Sexual Gender Based Violence phase VI	United Nations Population Fund	April 2023	December 2023	8.9 months	713.670 million	Preparatory engagements with stakeholders	
Women and Girls Access Justice through Effective, Accountable and Gender-Responsive Institutions supported	United Nations Women	February 2021	March 2023	2 years 1 month	1.582 billion	Held three (3) consultative meetings with stakeholders (Judges, Registrars, Magistrates & Statistics Unit) on the development of case registers of GBV cases	
						Held a validation meeting for the GBV Case Registers	
						Printed 100 GBV Case Registers for 5 High Court Circuits & 5 Chief Magistrate Courts	
						Printed 100 GBV Case Registers for 5 High Court Circuits & 5 Chief Magistrate Courts	
						Procured File Cabinets to store the GBV Case Registers	
						Procured Computers for 11 Centres of Excellence to input data collected in Case Registers	
						Conducted file census on GBV in 11 Centres of Excellence by the Registry of Magistrates Affairs and Data	
						Trained Court Clerks and Front Desk staff in the UN Women 11 Centres of Excellence	
						Conducted GBV Barazas and court open days in the 11 Centres of Excellence.	
						Conducted Monitoring and Evaluation - quarterly field visits to the 11 Centres of Excellence by the	

Project Title	Source of Funds	Start	End	Duration	Cost (UGX)	Achievements by FY 2022/23	Scope Performance
						Registry of Planning and Development	
						Established Victim/survivor-centred friendly rooms at 4 High Courts and 7 Chief Magistrate Courts	
						Procured court recording & transcription equipment	
						Procured audio-visual links equipment	
						Procured E-boards at the 11 Centres of Excellence	
						Facilitated a short-term training course for all court clerks and interpreters in sign language services and GBV terminologies by UN WOMEN	
						Conducted quarterly case conferencing and joint cause listing meetings on GBV cases in the 11 Centres of Excellence	
						Conducted 3 days training of all Judicial Officers in the 11 Centres of Excellence on survivor-centred support and management of victims in handling GBV Cases by JTI (4 Judges, 6 CMs, 15 GIs)	
						Supported the Judiciary to visit and learn from countries that have successfully implemented and institutionalised special GBV courts	
Increased access to justice, improved security and protection of refugees and host communities in	European Union	January 2022	December 2023	2 years	4 million Euros	Procured court recording and transcription equipment - 3 Unit	
						Developed rules for operationalisation of Mobile Courts	
						Trained Judicial officers and	

Project Title	Source of Funds	Start	End	Duration	Cost (UGX)	Achievements by FY 2022/23	Scope Performance
Northern Uganda						advocates to effectively handle SGBV cases and family-related conflicts in Arua for 4 days	
						Trained in Arua clerical staff in interpretation skills with a focus on SGBV cases and family-related conflicts	
						Conducted 3 special High Court sessions of 50 cases each for SGBV and justice for children at Terego, Arua, Koboko, Moyo, Adjumani and Lamwo	
						Conducted 3 special Chief Magistrate Court sessions of 50 cases each for SGBV and justice for children at Terego, Arua, Koboko, Moyo, Adjumani and Lamwo	









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**Email:** [info@judiciary.go.ug](mailto:info@judiciary.go.ug)

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**TALK TO US:**

**The Judiciary:** Plot 2, The Square,  
P. O. Box 7085, Kampala-Uganda  
**Tel:** +256 414 233 420/1/2/3

**Toll Free: 0800 111 900/0800 225 587**

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