



THE JUDICIARY OF UGANDA

**MOBILISATION AND EFFICIENT ALLOCATION OF RESOURCES. THE ROLE  
OF THE JUDICIARY AS A CATALYST FOR SOCIAL ECONOMIC DEVELOPMENT  
OF UGANDA**

*Presented at the Annual Judges Conference*

*By*

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# OUTLINE

1. Introduction
2. Mobilisation of resources by Government
3. Allocation of resources at National Level
4. Efficient allocation of resources at Vote Level (The Judiciary)
5. The role of the Judiciary as a catalyst for social economic development of Uganda



# INTRODUCTION

- Chapter Eight of the Constitution of the Republic of Uganda places the responsibility of ensuring the administration of justice to the Judiciary
- The Judiciary is mandated to independently and expeditiously adjudicate cases, protect and defend the Constitution, ensure that fundamental freedoms are fully respected and enforced, and promote the rule of law.



# MOBILISATION OF RESOURCES BY GOVERNMENT

Mobilisation of resources - Process by which a Country raises financial resources to meet its demands for public service delivery and development.

## Revenues

- i. Tax revenue
- ii. Non-Tax-Revenue - fees, fines and other payments for Government services i.e. passport fees, penalties, court fees etc.
- iii. Loans
- iv. Grants



# NON TAX REVENUE PERFORMANCE

## Non Tax Revenue for FY 2023/24 and Half Year FY 2024/25

S/N	Category	Projection FY 2023/2024	Actual Performance FY 2023/2024	Projection for FY 2024/2025	Half Year Performance FY 2024/2025
1	Court fees and Fines	2,863,298,290	7,428,353,172	6,276,871,472	4,747,560,485
2	Court Filing Fees	3,388,255,350	3,037,259,216	3,677,414,786	1,614,918,419
3	Other Court fees	154,964,838	172,239,900	143,538,448	57,073,700
4	Miscellaneous Fees	208,481,523	37,180,022	149,793,518	57,318,590
	<b>Total Collection- NTR</b>	<b>6,615,000,000</b>	<b>10,675,032,310</b>	<b>10,247,618,225</b>	<sup>5</sup> <b>6,476,871,194</b>

Uganda faces significant challenges in mobilising resources through tax and non tax collection due to factors like:

- i. Poverty- Unable to meet tax obligation
- ii. Illiteracy- Don't appreciate the need to pay tax
- iii. Narrow tax base :hard-to-tax groups in subsistence agriculture
- iv. the enormous size of the informal sector
- v. gaps in tax administration (under declaration and under valuation)
- vi. inadequate legal frameworks- Getting those in Informal Sector
- vii. unresolved Court cases of commercial nature
- viii.corruption



- Whereas there are significant efforts to generate domestic revenues, these efforts are still not sufficient to enable the country to meet its budgetary requirements.
- For **FY 2024/25**, out of the total budget of **UGX 72.1 trillion**, domestic revenues were projected to amount to **UGX 31.98 trillion**, of which **UGX 29.366 trillion** is to be from tax revenue and **UGX 2.616 trillion** is to be from non-tax revenues.



# ALLOCATION OF RESOURCES AT NATIONAL LEVEL

- Each financial year, Government communicates the National Resource Envelope and Expenditure Ceilings for Programmes through the budget framework paper.
- Financial Resources from D/P-Bilateral / Multilateral. Their support is in form of Grants or Loans. They come as Budget support, program/Project support or off budgets.
- Under the NDP III, Programmes were created on the basis of key development issues that need to be addressed to achieve the overall goal and objectives along with corresponding strategies of NDP III and aspirations towards achievement of Uganda Vision 2040.





- The National development Plan sets the principles and objectives for Development. For example under the NDPIV, Government has Clustered the entities into four:

## 1. PRODUCTION AND VALUE ADDITION CLUSTER

- Agro- Industrialization Programme-** To increase value addition in agricultural products (MAAIF,MLHUD, OPM, NARO, NEMA, LGs etc)
- Sustainable extractives industry development programme** – exploitation , value addition, and commercialization of extractives for resource based industrialization ( Ministry of Energy and Mineral Development, MoFPED, NEMA, Petroleum Authority of Uganda, MLHUD, Parliament, Ministry of works and Transport. Etc)
- Tourism Development Program-** to make sure Uganda is a preferred tourist destination. (Uganda Tourism Board, Ministry of Foreign Affairs, Ministry of ICT and National Guidance, Uganda Wildlife Authority, etc)



- iv. Private Sector Development Programme-** To increase survival and transition of private enterprises. (Bank of Uganda, MoFPED, Capital Markets Authority, Insurance Regulatory Authority, Uganda Investment Authority, URSB, Uganda Development Bank etc)
- v. Manufacturing Programme-** To increase secondary and tertiary manufacturing. ( Uganda Investment Authority, Ministry of Energy and Mineral Development , Ministry of Works and Transport, Ministry of Local Government, NEMA, NITA-U, UNBS).



# ENABLERS CLUSTER

- vi. **Natural Resources, Environmental, Climate Change, Land, and Water Management Programme-** To ensure management and utilization of land, environment & natural resources and effective response to climate change and other disasters. ( MoFPED, NEMA, Academia, MOH, UNBS, NFA, MAAIF, Ministry of Foreign Affairs, OPM etc.)
- vii. **Integrated Transport Infrastructure and Services Programme-** to ensure a seamless, safe, inclusive, and sustainable multi-modal transport system. (URC, UCAA, SGR, MoWT, UNRA, MLHUD, MoJCA, Uganda Airlines, PPDA, MEMD, MoFPED, etc)
- viii. **Sustainable Energy Development Programme-** To increase access to and consumption of reliable , affordable, clean, and modern energy services, (MEMD, NPA, Private sector, MoFPED, MoJCA, MoFA, Development Partners, etc)
- ix. **Digital Transportation Programme-** To increase ICT penetration and usage of ICT services for efficiency gains and job creation ( NITA-U , Ministry of ICT & National Guidance, UCC,etc)
- x. **Innovation, Technology Development, and Transfer Programme-** This is to increase commercialization of Science, Technology, and Innovation (STI) products and services. (NITA-U, Uganda Investment Authority, Ministry of ICT and National Guidance, MoFPED, etc.)



### 3. SOCIAL DEVELOPMENT CLUSTER

- xi. Sustainable Urbanization and Housing Programme-** To ensure Well-planned and productive urban centers with affordable housing (NPA, Ministry of Local Government, MoLHUD, KCCA, Local Government, etc.)
- xii. Human Capital Development Programme-** To ensure a healthy, knowledgeable , skilled, ethical and productive population. ( Ministry of Health, MoGLSD, MoFPED, MoLG, MAAIF, Private Sector, etc).
- xiii. Regional Development Progamme-** To improve delivery of decentralized services and balanced regional development. ( NPA, MoLHUD, MoLGs, Local Government , etc).



## • 4. GOVERNANCE CLUSTER

- xiv. **Public Sector Transformation Programme-** to ensure a public sector that is efficient and responsive to the needs of the public. ( Ministry of Public Service, KCCA, Public Service Commission, MoLG, Inspectorate of Government, etc.)
- xv. **Government and Security Programme-** To ensure a peaceful and ensure Uganda, Adhering to the rule of law. (OPM, MOJCA, Uganda Police Force (UPF), Ministry of Foreign Affairs (MOFA), MoLG, Office of the President (OP), Ministry of Defence and Veterans Affairs (MoDVA, etc.)
- xvi. **Administration of Justice Programme-** *To improve access to justice for all. ( Judiciary, ODPP, Uganda Police Force, Uganda Prisons Service, Tax Appeals Tribunal, LDC, JSC, MoGLSD (Industrial Court), Directorate of Government Analytical laboratory (DGAL), Local Government Courts etc.*
- xvii. **Legislation, Oversight and Representation Programme-** To ensure efficient legislation representation, and accountability for results. ( Parliamentary Commission, MoLG, MoJCA, KCCA, MoLG)
- xviii. **Development Plan Implementation Programme-** To increase performance of the National and Subnational Development Plans. (OPM, MoFPED, NPA, BOU, Equal Opportunities Commission, PPDA, UBOS, NIRA, LGs etc.)
  - *The Judiciary belongs to the Administration of Justice Programme as the Lead institution.*





# EFFICIENT ALLOCATION OF RESOURCES AT VOTE LEVEL (THE JUDICIARY)

- Allocation of resources at Vote level is guided by the **Budget Strategy** and **priority interventions** to be implemented during a given financial year. It also takes into account critical costs that are necessary to facilitate smooth running of the institution. These include the following:
  - i. Wage and allowances.
  - ii. Operations and maintenance of infrastructure;
  - iii. Utilities including water, electricity and rent;
  - iv. Retirement benefits for Judicial Officers;
  - v. Employee benefits;
  - vi. Pension and Gratuity for non-judicial officers;
  - vii. Contractual obligations; and
  - viii. Development and retooling projects.



- Efficient allocation of resources at the Judiciary is therefore guided by the (MTEF) ceilings issued by Government and the Judiciary Strategic Plan (JSP) together with other emerging priorities that may be guided by the Judiciary Top Management.



## Goal of the Judiciary under the Judiciary Strategic Plan V

The goal of Judiciary Strategic Plan V is to improve business processes for improved efficiency and effectiveness in the administration of justice

### Priorities of the Fifth Judiciary Strategic Plan FY 2020-21 – FY 2024/25

1. Enhancing equitable access to Judiciary services through operationalization of new Courts – **Shs 351,555,470,245**
2. Improving court processes and case management by putting in place efforts improve case disposal and reduce case backlog – **Shs 896,740,092,259**
3. Strengthening the use of information and communication technology in the administration of justice for example ECCMIS – **Shs 262,604,974,709**
4. Developing and supporting the Judiciary workforce and institutional capacity through training and equipping of Staff with relevant skills and tools – **Shs 1,454,318,599,116**
5. Improving coordination, partnerships, and accountability especially institutions in the justice chain – **Shs 29,157,346,004**
6. Improving public awareness and the image of the Judiciary – **Shs 4,115,500,000**
7. Enhancing resource mobilisation and management. This involves engaging Government and Development Partners – **Shs. 40,837,556,963**

**Total for the Strategic Plan FY 2020/21- FY 2024/25 – Shs 3,039,514,539,296**





# Review of the Fifth Judiciary Strategic Plan & Development of the new Plan

- The internal review of the Fifth Judiciary Strategic Plan is in the final stages. The draft is being reviewed and will be presented to Senior Management and Finance, Planning and Development Committee for consideration.
- It will provide an input into the development of the sixth Judiciary Strategic Plan.
- The process of developing the new Strategic Plan in line with the Fourth National Development Plan has started.
- We are in the final stages of procuring the consultant – at approval of Solicitor General
- Internally, we have identified interventions in line with the Fourth National Development Plan (NDP IV) as issued by NPA.
- We expect the new Judiciary Strategic Plan to be approved before July 2025.



- Taking into account all the above, the allocation of resources is hinged on the following Vote functions whose approved budget for FY 2024/25 is **UGX. 442Bn.** This is allocated as follows:



- 1. Case management.** This consolidates allocations to Courts, considering critical needs of each Court and uniqueness in operation where applicable. A total budget of **Shs. 206.5Bn (47%)** is allocated to case management.
- 2. Judiciary General Administration.** This consolidates allocations for the management of Registries and Departments. A total budget of **Shs. 165.8Bn (37%)** is allocated to this function.
- 3. Capacity building.** This covers Judicial Training Institute, including trainings and conferences. A total of **Shs. 6.9Bn (2%)** is currently allocated to this function.
- 4. Development Projects.** The Judiciary has two (2) ongoing projects namely: Construction of Court Buildings; and Retooling of the Judiciary. A total of **Shs. 63Bn (14%)** is currently allocated to the ongoing projects.



# THE ROLE OF THE JUDICIARY AS A CATALYST FOR SOCIAL ECONOMIC DEVELOPMENT OF UGANDA

1. The NDPIII and the coming NDPIV recognise Judiciary as a key stakeholder in the implementation of the Plans given its critical mandate in ensuring the Rule of Law for social economic development. The role of the Judiciary in promoting national development is thus of the greatest importance.
  
2. The Judiciary positively impacts the social economic development of Uganda in the following ways;
  - i. An efficient Judiciary builds **investor confidence**.
  - ii. An effective Judiciary provides a safe environment for **credit markets**. Commercial Banks respond well as a result of enforceability of contracts.



- iii. **Quick resolution of commercial cases** unlocks significant amounts of money for investment and development.
- iv. **Timely resolution of land disputes** is essential for agricultural productivity.
- v. **Environmental Protection.** Through adjudication of climate change and environmental related cases, environmental harm is prevented.
- vi. **Promotion of development projects** through resolving disputes that may arise during the implementation of development projects like roads, electricity power lines, water systems among others.



- vii. Combating corruption.** The Anti-Corruption Court critical role in hearing and deciding on corruption cases that effect investment and development.
- viii. Handling of Gender-based violence (GBV) cases.** The Judiciary mitigates negative impacts and creates a more inclusive and conducive environment for social and economic development.
- ix. Alternative Dispute Resolution (ADR) mechanisms.** These offer quicker and more cost-effective ways to resolve disputes compared to traditional litigation.

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***THANK YOU***

