



# ANNUAL PERFORMANCE REPORT

FY 2024/25

*Strengthening Administration of Justice*





# FOREWORD

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It is my pleasure to present the Judiciary Annual Performance Report for the Financial Year 2024/25. The Report is presented as an accountability to the people of Uganda in the performance of the judicial functions.

The Report provides a comprehensive account of our activities, achievements and challenges faced during the Financial Year. Notably, it marks the end of the Fifth Judiciary Strategic Plan FY2020/21-FY2024/25 (JSPV). Under the Plan, we set out to improve funding from Government, enhance staff capacity, make courts more accessible to the public and digitalise court processes by utilising technology in court hearings and filing.

With support from Government, the Judiciary's budget was increased by 12.7% from UGX 392.546 billion in FY2023/24 to UGX 442.263 billion in FY2024/25. This increment enabled the Judiciary to recruit more Justices of the Court of Appeal, Judges of the High Court, Magistrates and administrative staff, conduct plea bargaining camps and sessions, expand Small Claims Procedure to more Magistrates courts, popularise mediation, roll out Electronic Court Case Management Information System (ECCMIS) to more courts, and operationalise new High Court Circuits and Magistrate Courts. The new High Court Circuits operationalised include Entebbe, Kumi, Wakiso, Patongo and Lugazi bringing the total to 29 across the country.

In an effort to address the long standing challenges in case management, the Judiciary conducted a National Court Case Census, 2025 to clean and consolidate case data across all courts. The census aimed at ensuring that accurate data is collected in order to produce more reliable and consistent statistics.

In the FY2024/25, courts had a total caseload of 450,124 cases, of those, 170,494 cases were brought forward from FY2023/24, while 279,630 cases were newly registered. The courts managed to successfully resolve 259,331 cases, closing the Financial Year

with a pending caseload of 190,793 cases. Among the pending case load, 46,181 cases were backlog and it accounted for 24.20% of the cases in the court system. Compared to the previous FY2023/24, case backlog reduced by 2.12% from 26.32%.

The Judiciary has committed to improve court processes and eliminate delays. The ongoing implementation of ECCMIS, Court Case Administration System (CCAS) and Video Conferencing Systems (VCS) is critical to reducing delays. There are efforts to ensure that all court halls have court recording and transcription equipment to assist judicial officers during court sessions. This is part of a broader strategy to modernise justice administration through digitalisation and improve efficiency in case management.

The Judiciary continued to encounter challenges, including case backlog, staffing gaps, limited coverage of internet to facilitate the roll out of ECCMIS and CCAS, reliance on rented premises which lack infrastructure to accommodate ICT systems, and slow uptake of mediation by the public, among others. As we transition to the next phase of strategic planning under the Fourth National Development Plan (NDPIV), I urge all stakeholders, including Government, Development Partners, Civil Society Organisations and the public to support the Judiciary in building a more efficient and effective justice system.

In the FY2025/26, the Judiciary will continue to prioritise the expeditious handling of cases through court sessions at all court levels, court annexed mediation, plea bargaining, Small Claims Procedure, roll out of ECCMIS to more courts, continuous training of judicial officers and improved court infrastructure and welfare of the staff of the Judiciary.

I want to appreciate the Executive and Legislative Arms of Government, the legal fraternity, Administration of Justice institutions, our Development Partners, Civil Society Organisations, the academia and the media for their support and collaboration with the Judiciary.

I thank the Deputy Chief Justice, the Principal Judge, the Justices of the Supreme Court and the Court of Appeal, the Judges of the High Court, the Judiciary Council, the Permanent Secretary/Secretary to the Judiciary, the Chief Registrar, Registrars, Magistrates, administrative staff, and all staff of the Judiciary for their hard work in making sure that justice is served to everyone.

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 Dr. Flavian Zeija  
**Deputy Chief Justice**



Hon. Lady Justice Jane Okuo  
**Acting Principal Judge**



Dr. Pius Bigirimana  
**Permanent Secretary/  
Secretary to the Judiciary**



Hw. Pamella Lamunu Ochaya  
**Acting Chief Registrar**



## ***Our Vision***

Justice for All

## ***Our Mission***

To efficiently and effectively administer justice



# Core Values



## Independance

The Judiciary commits to operate freely without interference or taking directives from, or being controlled by any person or authority.



## Impartiality

The Judiciary commits to perform its mandate with respect and without fear, favour, affection or ill will, bias or prejudice.



## Transparency

The Judiciary commits to openness in all its activities in the administration and delivery of justice, and dissemination of information.



## Accountability

The Judiciary commits to taking responsibility for its actions and will be answerable to the people of Uganda.



## Proffesionalism

The Judiciary commits to delivering its mandate efficiently, fairly and within reasonable time.



## Integrity

The Judiciary in carrying out its mandate, shall demonstrate the highest standards of honesty, transparency and impartiality.



## Equality

The Judiciary shall accord equal treatment to all persons who appear before the courts, without discrimination on the grounds of sex, race, colour, ethnic origin, tribe, birth, creed or religion, social or economic standing, political opinion or disability.

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# Glossary

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## **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.

## **Caseload**

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

## **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.

## **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%.

## **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%.

## **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.

## **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.

## **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%.

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# Abbreviations and Acronyms



<b>ADR</b>	Alternative Dispute Resolution	<b>LAN/WAN</b>	Local/ Wide Area Network
<b>AIDS</b>	Acquired Immunodeficiency Syndrome	<b>LDC</b>	Law Development Centre
<b>AJA</b>	Administration of the Judiciary Act, Cap. 4	<b>M&amp;E</b>	Monitoring and Evaluation
<b>AJP</b>	Administration of Justice Programme	<b>MoFPED</b>	Ministry of Finance, Planning and Economic Development
<b>BFP</b>	Budget Framework Paper	<b>NDP</b>	National Development Plan
<b>CCAS</b>	Court Case Administration System	<b>NPA</b>	National Planning Authority
<b>CJ</b>	The Hon. Chief Justice	<b>NTR</b>	Non-Tax Revenue
<b>CM</b>	Chief Magistrate	<b>ODPP</b>	Office of the Director of Public Prosecutions
<b>CR</b>	The Chief Registrar	<b>PET</b>	Performance Enhancement Tool
<b>DCJ</b>	The Hon. Deputy Chief Justice	<b>PJ</b>	The Hon. Principal Judge
<b>ECCMIS</b>	Electronic Court Case Management Information System	<b>PS/SJ</b>	Permanent Secretary/Secretary to the Judiciary
<b>FY</b>	Financial Year	<b>SCP</b>	Small Claims Procedure
<b>GI</b>	Magistrate Grade I	<b>SDG</b>	Sustainable Development Goals
<b>GII</b>	Magistrate Grade II	<b>SGBV</b>	Sexual and Gender-Based Violence
<b>GoU</b>	Government of Uganda	<b>SOPs</b>	Standard Operating Procedures
<b>HCT</b>	High Court	<b>TB</b>	Tuberculosis
<b>HIV</b>	Human Immunodeficiency Virus	<b>UCC</b>	Uganda Communications Commission
<b>HR</b>	Human Resource	<b>UGX</b>	Uganda Shillings
<b>ICT</b>	Information and Communication Technology	<b>UNDP</b>	United Nations Development Programme
<b>IEC</b>	Information, Education and Communication	<b>UNICEF</b>	United Nations Children's Fund
<b>IDLO</b>	International Development Law Organisation	<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>JLOS</b>	Justice, Law and Order Sector	<b>UNFPA</b>	United Nations Population Fund
<b>JSPV</b>	Judiciary Strategic Plan V	<b>UPS</b>	Uganda Prisons Service
<b>JTI</b>	Judicial Training Institute	<b>PWDs</b>	People with Disabilities



## EXECUTIVE SUMMARY

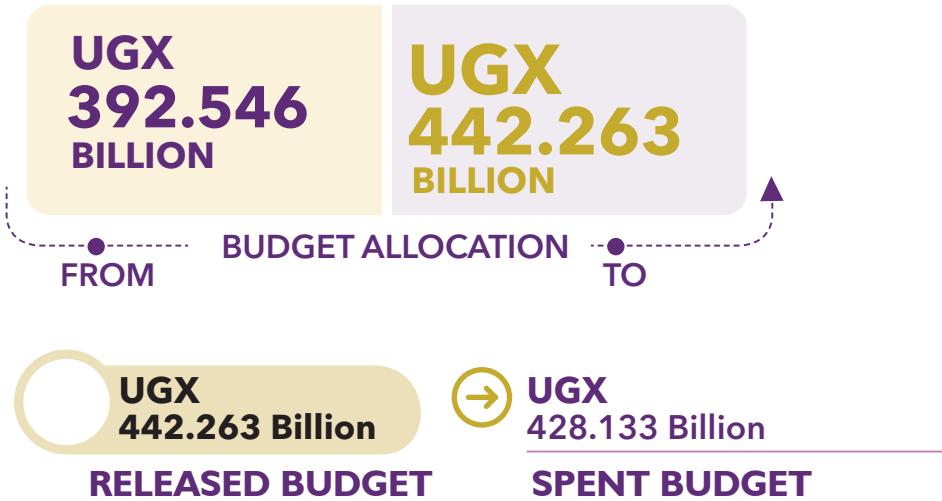
This Annual Performance Report presents a comprehensive account of all activities of the Judiciary during the Financial Year 2024/25. The strategic objectives, interventions, outputs, indicators and associated targets set out in the Fifth Judiciary Strategic Plan FY 2020/21 – FY 2024/25 (JSPV) provide a framework for analysis of the performance.

The seven strategic objectives are: Enhancing equitable access to judicial services; Improving court processes and case management; Strengthening the application of ICT in justice administration; Developing and empowering the Judiciary workforce and institutional capacity; Improving coordination, partnerships, and accountability; Enhancing public awareness and the Judiciary's image; and Strengthening resource mobilisation and management.

## 1.0 FINANCIAL PERFORMANCE

### 1.1 Government of Uganda funding for FY2024/25

The Judiciary received an increment in its approved budget allocation from **UGX 392.546 Billion** for FY2023/24 to **UGX 442.263 Billion** for FY2024/25. Out of the released budget of **UGX 442.263 Billion**, a total of **UGX 428.133 Billion** was spent, reflecting a **96.8%** absorption rate. The non-absorption of **3.2%** comprised a wage budget of **UGX 13.857 Billion** arising from the pending recruitment of staff, non-wage budget of **UGX 0.233 Billion** due to pensioners who failed to submit required documents on time, and development budget of **UGX 0.040 Billion** arising from pending submission of certificates of completion for the ongoing construction works.



### 1.2 Support from Development Partners

The Judiciary also received support from Development Partners in the various areas, and these were:

- a. IDLO (Community Justice Programme supported by Sweden) – Regional training of judicial officers and lawyers on new rules of procedure; Learning visit to Tanzania on electronic case management; Family Justice Summit; Juvenile Sessions; 2 Case Backlog Committee meetings; the Africa Continent Commercial Courts Summit; National ADR Summit for traditional and religious leaders; and Judgment Writing training.
- b. Netherlands (Access to Justice for Sustainable Development Programme) – Training of judicial officers on case management and mediation in Gulu; Alternative Justice Summit; and hosting of the Africa Continent Commercial Courts Roundtable and the African Chief Justices' ADR Forum.
- c. UNODC – Training of 50 judicial officers on non-custodial measures; strengthening the capacity of magistrates on proportionate sentencing and non-custodial measures; and facilitating a benchmarking visit to the Judiciary of South Africa.
- d. UNFPA – Supported SGBV Special Sessions in the High Courts of Lira, Moroto, Luwero, Kasese, and the Chief Magistrates' Courts of Arua, Apac and Amuru.
- e. UNDP (Governance and Peace Programme) – Supported the acquisition of Video

Conferencing Systems for Mukono High Court and Kayunga Prison; ADR strategy rollout and mediation settlement fortnights in High Court Circuits/Divisions and Chief Magistrates' Courts; gender-responsive justice initiatives; and facilitated a benchmarking trip to South Africa.

- f. East African Community Secretariat – Trained Judges on good governance and the rule of law in the East African Community.
- g. Makerere University School of Public Health – Trained judicial officers on rights responsive legal enforcement for key populations and HIV.
- h. Bank of Uganda – Conducted a colloquium on finance and banking to equip Judges with knowledge on Uganda's tax system, economic growth and the role of the Judiciary in tax compliance.

### **1.3 Non-Tax Revenue collections**

The Judiciary registered significant growth in Non-Tax Revenue (NTR) collections, remitting a total of **UGX 12.09 Billion** to the Consolidated Fund, reflecting a **13.27%** increase from FY2023/24. This growth was largely driven by an increase in court fees and fines, which rose by 19.40%, other court fees and penalties, which grew by 21.00%, and miscellaneous revenues, which recorded the highest growth at 184.86%.

### **1.4 Bail Refunds**

The Judiciary collected **UGX 6.82 Billion** from bail deposits, of which **UGX 4.99 Billion** was refunded to applicants. Despite these pay outs, the pending bail deposits to be paid out stood at UGX 26.12 billion as at 30th June 2025 from UGX 24.29 billion as at 30th June 2024.

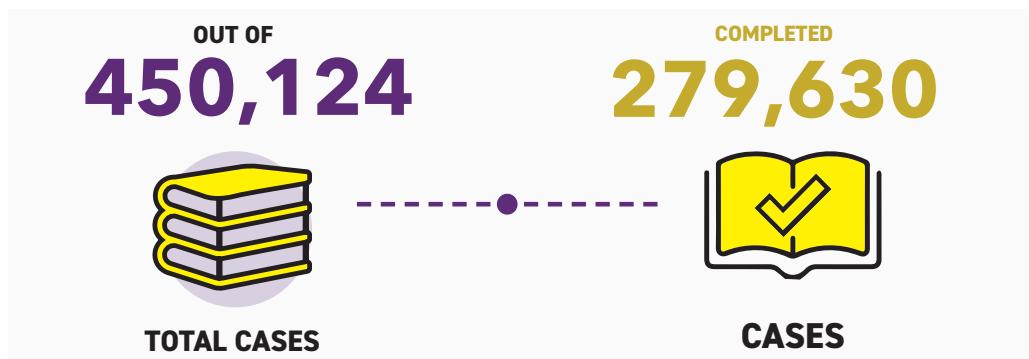
## **2.0 PERFORMANCE OF COURTS**

### **2.1 Case disposal**

The performance of courts in FY2024/25 reflects the Judiciary's strong commitment to improving access to justice, expeditious disposal of cases and reducing case backlog.

The Judiciary registered 279,630 new cases and brought forward 170,494 cases, making a total caseload of 450,124 cases. Out of the caseload, **259,331 cases** were completed reflecting a disposal rate of **58%**. The Chief Magistrates Courts and High Courts registered the highest completion rates due to reforms like use of Alternative Dispute Resolution (ADR), deployment of more judicial and administrative staff, roll out of ECCMIS, and operationalisation of new High Court Circuits and Magistrate Courts.

Criminal cases were the most registered (125,686 cases) and completed (118,883 cases), with a disposal rate of 62.83%. The lowest disposal rate was recorded in Land cases at 41.40%. Over the last five years, the Judiciary has shown steady growth in both case registration and completion, with notable improvement in FY2024/25 due to more court sessions, plea bargaining camps and uptake of ADR specifically mediation and Small Claims Procedure.



## 2.2 Case backlog management

Courts closed the Financial Year with a pending caseload of **190,793** cases of which, **46,181** cases were backlog, representing **24.20%** of the pending caseload. This is a reduction from **26.32%** in FY2023/24 to **24.20%** in FY2024/25. Over the past five years, backlog has steadily reduced from 32% in FY2020/21 to 24.20% in FY2024/25. This reduction is attributed to the innovations such as the use of court-annexed mediation, settlement weeks and daily hearings under the Criminal Division.

The High Court had the highest backlog at **27,232** cases while Court of Appeal/Constitutional Court had the highest backlog proportion to pending cases at **52.80%**.

The highest backlog were criminal cases totaling to **14,675** cases.

## 3.0 INNOVATIONS IN MANAGEMENT OF CASES

### a) Plea Bargaining Programme

The Judiciary continued to embrace the use of plea bargaining to reduce backlog in the criminal justice system and decongest prisons. Plea bargaining was conducted through day-to-day court hearings, plea bargaining camps and special sessions. A total of **3,760** cases were completed across High Court and Chief Magistrate Courts, achieving a **75.2%** clearance rate.



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

The SCP was rolled out to 36 Magistrate courts bringing the total to 223 Magistrate courts across the country. This user-friendly and demand driven initiative saw **24,976** cases completed, recovering claims with a total value of **UGX 19,541,580,747** reflecting the growing accessibility and effectiveness of the program.

**c) Mediation**

A total of 6,803 cases were successfully mediated out of a caseload of 10,401 cases unlocking resources into the economy.

## **4.0 STRENGTHENING THE LEGAL AND REGULATORY FRAMEWORK**

The Judiciary continued to strengthen its legal and regulatory framework in line with Chapter 8 of the Constitution of Uganda and the provisions of the Administration of the Judiciary Act, Cap 4. The following regulations, rules and practice directions were developed, reviewed and disseminated as follows:

- a. The Judiciary (Inspectorate of Courts) Regulations S.I. No. 92 of 2023, were disseminated to newly appointed Magistrates Grade I;
- b. The Administration of the Judiciary (Judiciary Service) Regulations, 2025, S.I. No. 26 of 2025, were gazetted and copies disseminated to staff of the Judiciary;
- c. The Law Reform and Rules Committee considered the following Rules and Practice Directions;
  - i. The Judiciary (Court Fees) Rules, 2024;
  - ii. The Judiciary (Electronic Filing, Service and Virtual Proceedings) Rules, 2024;
  - iii. The Constitution (Operation of Mobile Courts) Practice Direction, 2023;
  - iv. The Constitution (Guidelines for Child Friendly Standards and Procedures) (Practice) Directions, 2022;
  - v. The Judiciary (Cases of Persons with Disability) Rules, 2024; and
  - vi. Magistrates Courts (Amendment) Bill, 2024 (Pending approval by Cabinet).

The Judiciary Council approved the following draft Regulations and Practice Directions which by the end of the Financial Year were in the final stages of being issued:

- i. The Administration of the Judiciary (Judicial Training Institute) Regulations; and
- ii. The Constitution (creation of Court of Appeal Circuits) (Practice) Directions.

The following drafts were still under review by the Rules Committee and Law Reform Committee:

- i. The Judicature (Court Annexed Mediation) Rules;
- ii. The Judicature (Cases of Persons with Disabilities Rules);
- iii. The Constitution (Guidelines for Child-Friendly Standards and Procedures) (Practice) Directions;
- iv. The Human Rights (Enforcement Procedure) Rules;
- v. The Judicature (High Court) (International Crimes Division) (Amendment) Rules;
- vi. The Constitution (High Court) (Natural Resources, Environment and Infrastructure Division) Practice Directions; and
- vii. The Constitution (Management of Exhibits) (Practice) Directions.

## 5.0 INSPECTORATE FUNCTION

A total of 349 inspections were conducted countrywide and 1,288 complaints were registered. 1,268 complaints were investigated to completion, with only 20 complaints pending investigations. The Judiciary Disciplinary Committee handled and concluded 69 cases. The committee recommendations included dismissals, caution, interdictions and referrals to Judicial Service Commission for appropriate action.

Additionally, the Chief Justice, the Deputy Chief Justice and the Principal Judge handled a total of 1,320 complaints relating to case delays, file management, bias, corruption, and service delivery issues, achieving over 92% resolution rate of complaints.

## 6.0 ACCESS TO REFERENCE MATERIALS

Key legal reference materials, including Bench Books, KALR practice guides, and the 7th Edition Principal Laws, were procured and distributed across High Court Circuits, Chief Magistrates, and Magistrate Grade I Courts. ULII uploaded over 7,000 vital court decisions and laws to ease online access by the judicial officers and the public. Subscriptions to online databases like LEXISNEXIS and Uganda Law Reform was done to strengthen legal research.

## 7.0 EQUITABLE ACCESS TO JUDICIARY SERVICES

### a) Construction of Courts

The Judiciary constructed court buildings and progress was as follows-

- i. Rukungiri High Court and Budaka Chief Magistrate's Court buildings were completed and handed over.
- ii. Construction of perimeter wall at Nakasongola phase one was completed.
- iii. Construction of Soroti High Court building was at 85% completion.
- iv. Tororo High Court was at 50% completion (roofing stage).
- v. Lyantonde Chief Magistrate Court was at 85% completion (finishing stage).
- vi. Alebtong Chief Magistrate Court was at 80% completion (finishing stage).
- vii. Karenga Magistrate Court was at 98% completion (finishing stage).
- viii. Adjumani Magistrate Court was at 95% completion (finishing stage).
- ix. Construction of Mpigi High Court building, Chief Magistrate court buildings at Rakai, Amolatar, Bubulo, Katine, and Grade one court buildings at Nyarushanje, Rubuguri, Adwari and Busembatia were at mobilisation stage.
- x. Construction of the residence for Magistrates at Moyo was at plastering stage.
- xi. Construction of the residence for Magistrates at Buhweju was at roofing stage.
- xii. Construction of the residence for Magistrates at Bukwo was at ring beam level.

### b) Renovation and maintenance of court premises

The Judiciary undertook renovations and maintenance of court premises, with major works completed at Mbale, Kapchorwa, Ngora, Pallisa, Kumi, Nabweru, Entebbe, Kabale, Nabilatuk, Hoima, and Kitgum courts, as well as the Chief Magistrate's residence in Kiboga. Renovation of Apac CM Court was ongoing at 85% completion. These efforts aim to improve functionality and

user experience in court facilities.

**c) Use of ICT in the Administration of Justice**

The Judiciary accelerated its digital transformation to enhance efficiency and access to justice. Major achievements included rolling out ECCMIS to 23 courts with digital kiosks and a service desk, expanding internet connectivity to 12 courts, subscribing to online legal databases, and installing 11 video conferencing systems in 4 High Court Divisions. Additionally, two new digital recording and transcription systems were procured, bringing the total to 93 across 44 courts. The development of the Judgment Writing Tool was at 75% completion.

**d) Enhancing the pecuniary jurisdiction of Magistrate Courts**

The amendment of the Magistrates Court Act. Cap.19 to increase pecuniary jurisdiction for Chief Magistrates to UGX 100 million and that of Grade I Magistrates to 50 million was approved by Cabinet and was awaiting a Certificate of Financial Implication from Ministry of Finance, Planning and Economic Development. The amendment is intended to address case backlog at High Court by allowing Magistrate Courts to hear matters that would otherwise be handled by the High Court.

**e) Coordination of the Administration of Justice Programme**

The Administration of Justice Programme (AJP) through its Leadership Committee, Programme and Technical Working Groups coordinated the preparation of the Programme Implementation Action Plan under NDPIV.

The Programme under the NDPIII (FY2020/21-FY2024/25) achieved notable gains including increased public trust in the justice system from 67% to 71%, reduced average remand time from 20.2 to 17.3 months, and a lower proportion of remand prisoners from 52.2% to 47.3%.

## **KEY CHALLENGES**

**1. Case backlog**

Despite the reduction in case backlog from 26.3% in FY2023/24 to 24.2% in FY2024/25, backlog remains a challenge in the justice system. The registration of cases continues to grow faster than case disposal due to increased awareness and trust in the justice system.

**2. Under staffing in the courts**

With only 32% of the approved staff structure filled, the Judiciary struggles to meet operational demands. The shortage of personnel across all cadres and court levels directly contributes to the backlog and undermines the efficiency of justice delivery.

**3. Low coverage of automation**

Limited automation of court processes continues to impede efficiency and effectiveness of courts. The Electronic Court Case Management Information System (ECCMIS) is currently operational in only 11.5% of the 271 operational courts. The overwhelming reliance on manual case management not only slows operations but also increases human-to-human interactions, creating avenues for inefficiency and corruption.

#### **4. Inadequate budgetary support**

Although the Judiciary has expanded its coverage to meet the rising demand for judicial services, funding levels have not kept pace. This shortfall affects the ability to finance court operations, such as state-funded legal representation, locus-in-quo visits, and alternative dispute resolution mechanisms. Despite recent budgetary enhancements, there remains a pressing need for increased resources to facilitate staff recruitment, operationalise additional courts, expand ECCMIS coverage, and increase the number of court sessions.

## **KEY PRIORITIES FOR THE FY 2025/26**

### **1. Strengthen adjudication of cases**

To ensure that Uganda's justice system remains accessible, fair, and responsive to the needs of all citizens, the Judiciary is committed to strengthening the use of Alternative Dispute Resolution (ADR) mechanisms to resolve cases. The Judiciary has already embarked on the revitalisation of mediation in the settlement of civil disputes, particularly in land and commercial cases. By promoting amicable settlements outside the formal court process, mediation will not only reduce case backlogs but also create a more investor friendly environment that supports economic growth.

The Judiciary will continue to scale up the use of plea bargaining to fast track the disposal of criminal cases in both High Courts and Magistrates Courts. This approach will reduce criminal case backlog and decongest prisons while ensuring that justice is delivered in a timely and mutually acceptable manner.

In addition, the Judiciary will continue to roll out the Small Claims Procedure to all Magistrates Courts across the country. This will provide an affordable, simplified, and expedited avenue for resolving Civil disputes under UGX 10,000,000 thereby enhancing access to justice, especially for ordinary citizens and small businesses.

### **2. Improve automation of Courts**

The Judiciary will continue to use ICT in adjudication of cases through:

- a. Rolling out ECCMIS to an additional 20 Court Stations (4 High Courts, 13 Chief Magistrate Courts and 3 Magistrate Grade One Courts);
- b. Digitalisation of court records; and
- c. Finalise the development of the Judgment Writing Tool. This tool will aid judicial officers during the process of judgement writing to guarantee the standard of the produced judgements.

### **3. Construction of Courts**

In a bid to create a more conducive court environment and enhance working conditions for judicial officers and staff, the Judiciary has prioritised the construction of key court facilities across the country to address gaps in accessibility, efficiency, and service delivery. The following constructions will be fast tracked:

- a. Construction of Regional Court of Appeal buildings in Mbarara and Gulu.
- b. Construction of High Court buildings in Soroti, Tororo, Mpigi, and the Mukono Annex.
- c. Construction of Chief Magistrate Court buildings in Alebtong, Amolatar, Bubulo, Katine and Rakai.
- d. Construction of Magistrate Grade I Court buildings in Abim, Madi-Okollo, Busembatia, Nyarushanje, Rubuguri and Adwari.
- e. Construction of institutional houses in Moyo, Karenga, Bukwo, Rubuguri, and Buhweju.

#### **4. Acquisition of Transport Equipment**

To enhance mobility and improve the efficiency of court operations, particularly in hard-to-reach areas, the Judiciary plans to procure transport equipment to support judicial officers in executing their duties. This includes vehicles for judges, registrars, and magistrates to facilitate locus visits and field inspections, motorcycles to aid process service for courts, and a motorboat to improve access to island areas, enabling timely case disposal.

#### **5. Provision of Alternative Sources of Power**

To address frequent power outages in courts, the Judiciary plans to procure and install six generators at High Court Circuits in Hoima, Kasese, Arua, Ntungamo, Masindi, and Kiboga, as well as installing solar power systems in ten courts including Chief Magistrates Courts in Ibanda, Kiryandongo, Buliisa, Mityana, Karenga, Rubirizi, Budaka, and Nakaseke and; Magistrates Grade One Courts in Buhweju and Kyegegwa.

1.

## BACKGROUND



**U**nder section 38(1) of the Administration of the Judiciary Act (AJA), the Chief Justice is required to publish an Annual Performance Report covering all activities of the Judiciary during the Financial Year (FY). In fulfilment of this requirement, this is the Annual Performance Report on the state of the Judiciary in the country for FY2024/25. The strategic objectives, interventions, outputs, indicators and associated targets set out in the Fifth Judiciary Strategic Plan, FY2020/21 - FY2024/25 (JSPV) constitute the framework for the analysis of the performance. This Annual Performance Report marks the end of the Fifth Judiciary Strategic Plan (FY2020/21 - FY2024/25) period.

## **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, 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, Cap 4**

The Administration of the Judiciary Act, Cap 4 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 Uganda.

### **1.1.4 Other Legislations and Regulations**

In addition to the above, the Judiciary is also guided by the following:

- i. The Magistrates Courts Act, Cap. 19
- ii. The Public Finance Management Act, Cap. 171
- iii. The Judicial Service Act, Cap. 87
- iv. The Employment Act, Cap. 226
- v. The Uganda Code of Judicial Conduct, 2003
- vi. The Public Procurement and Disposal of Public Assets Act, Cap. 205
- vii. The Leadership Code Act, Cap. 33
- viii. The Judicial Service Commission, Regulations SI 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. 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 Third National Development Plan (NDP II) 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 Structure and Hierarchy of the Courts of Judicature of Uganda**

Article 129 of the Constitution of Uganda establishes the Courts of Judicature to exercise judicial power as follows:

- i. The Supreme Court of Uganda;
- ii. The Court of Appeal of Uganda/ Constitutional Court;
- iii. The High Court of Uganda; and
- iv. 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**

Articles 130-132 of the Constitution provide for the Supreme Court 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 The Court of Appeal / Constitutional Court**

The Court Appeal is provided for 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 matters.

The Court of Appeal of Uganda consists of the Deputy Chief Justice (DCJ) and 34 justices of Appeal. 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 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 Article 138 of the Constitution of Uganda. Articles 139-140 make it 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 through appeal and revisionary jurisdiction.

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 151 judges including the Principal Judge.

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 in Kampala: 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 29 operational High Court Circuits<sup>1</sup> 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, Hoima, Kitgum, Kasese, Kiboga, Bushenyi, Entebbe, Wakiso, Kumi, Patongo and Lugazi.

### **1.3.4 The Magistrates Courts**

Magistrates Courts are established under section 3 of the Magistrates Courts Act, Cap. 19. 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 value does not exceed UGX 50 million for Chief Magistrates and UGX 20 million for Grade I Magistrates.

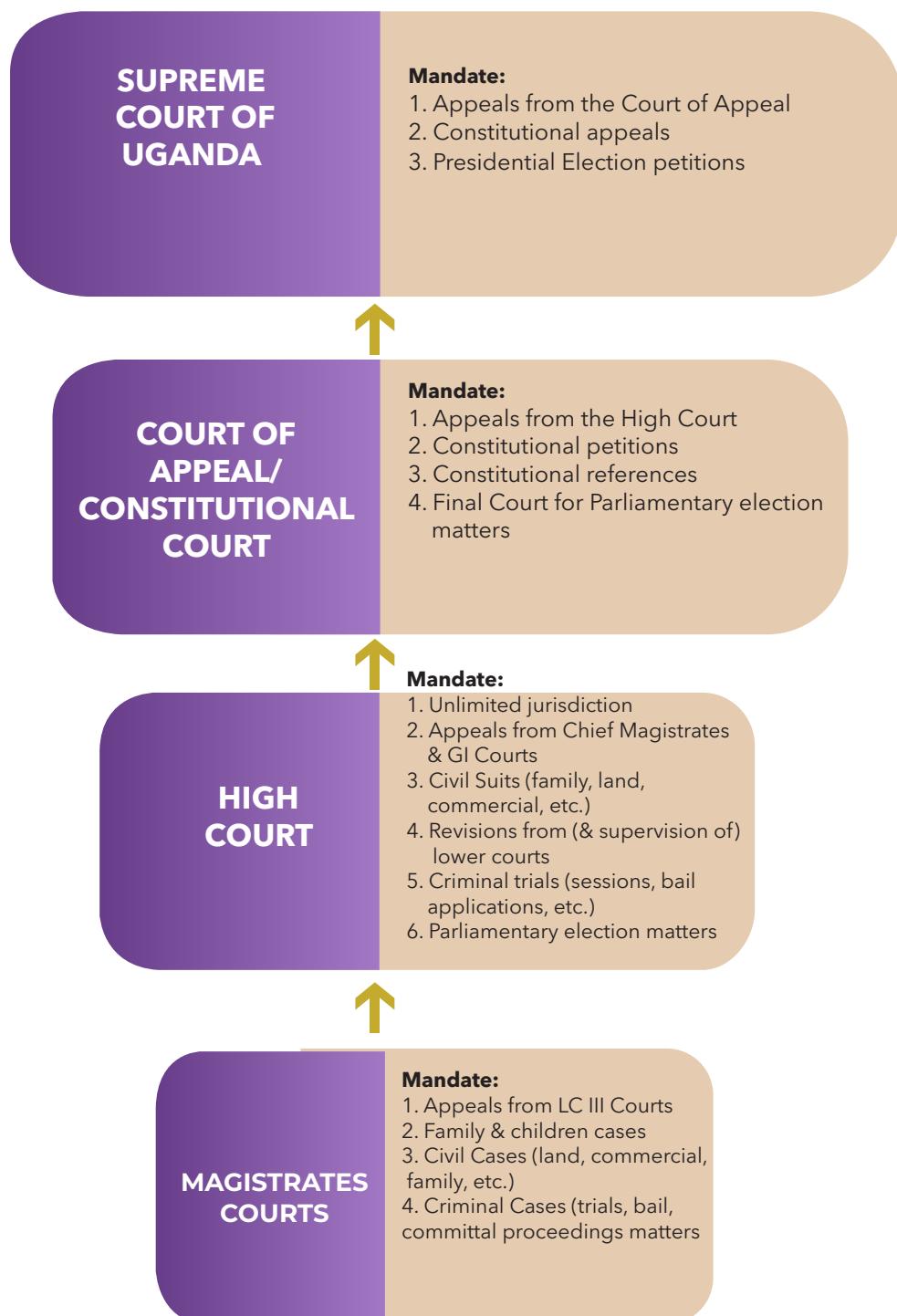
Currently, there are three levels of Magistrates Courts: Chief Magistrate Court, Magistrate Grade I Court and Magistrates Grade II Court. Under the Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2024, there are 157 gazetted Magisterial Areas with 157 Chief Magistrates Courts and 696 Magistrate Grade I Courts across Uganda.

Some of these Courts are not yet operational due to infrastructure and human resource gaps. However, it is important to note that the Magistrate Grade II Courts are being phased out and are now being upgraded to Magistrate Grade I Courts.

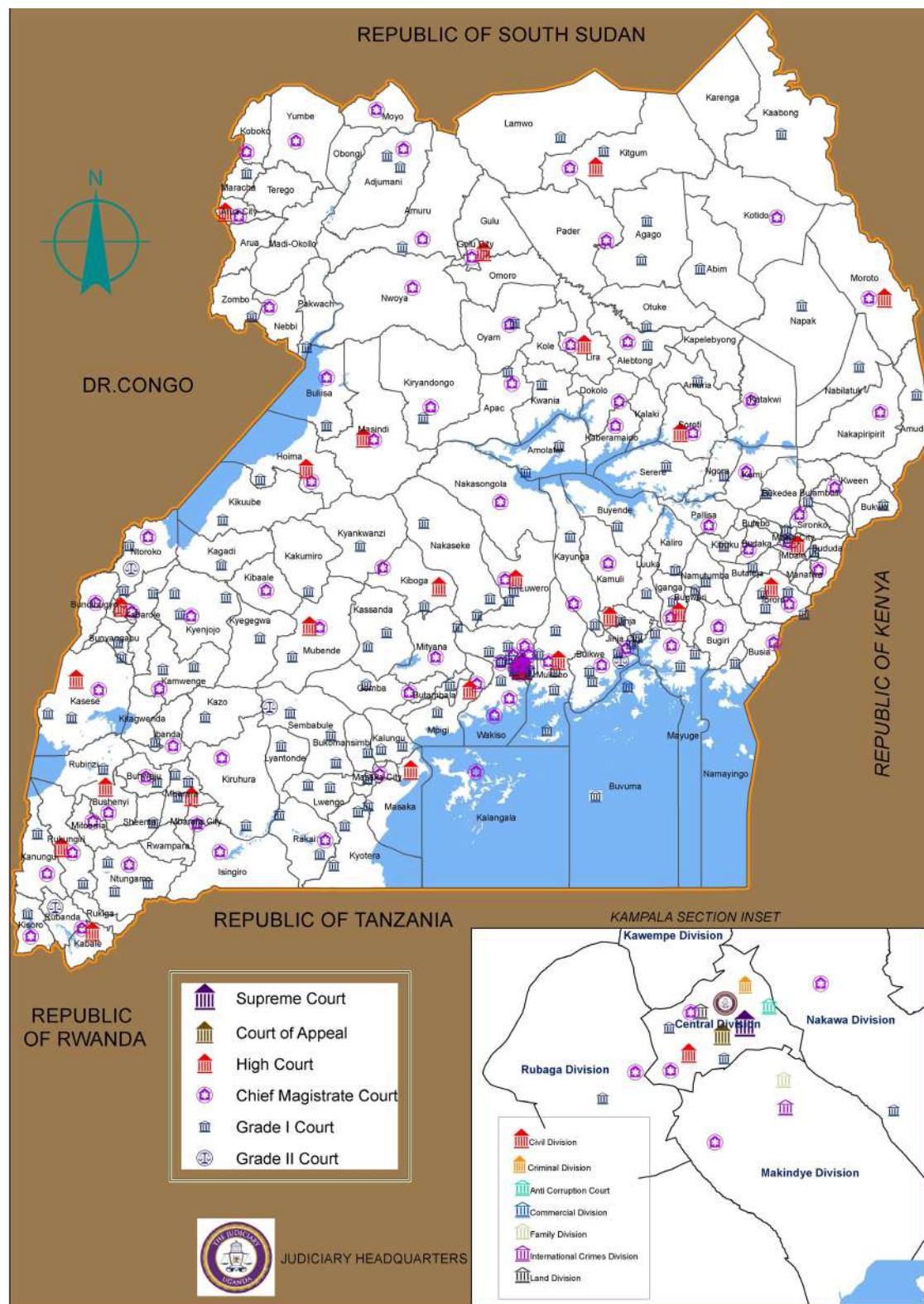
The Magisterial Areas are administered by Chief Magistrates who have general powers of supervision over all Magistrates Courts and Local Council III Courts within their areas of jurisdiction. Chief Magistrates Courts also determine appeals from Magistrate Grade I Courts, Local Council III Courts, Magistrates 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.

<sup>1</sup>See The Judicature (Designation of High Court Circuits) Instrument, 2023, Section 19 of the Judicature Act, Cap. 13.

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



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



# 2.

## **ADMINISTRATION OF THE JUDICIARY**

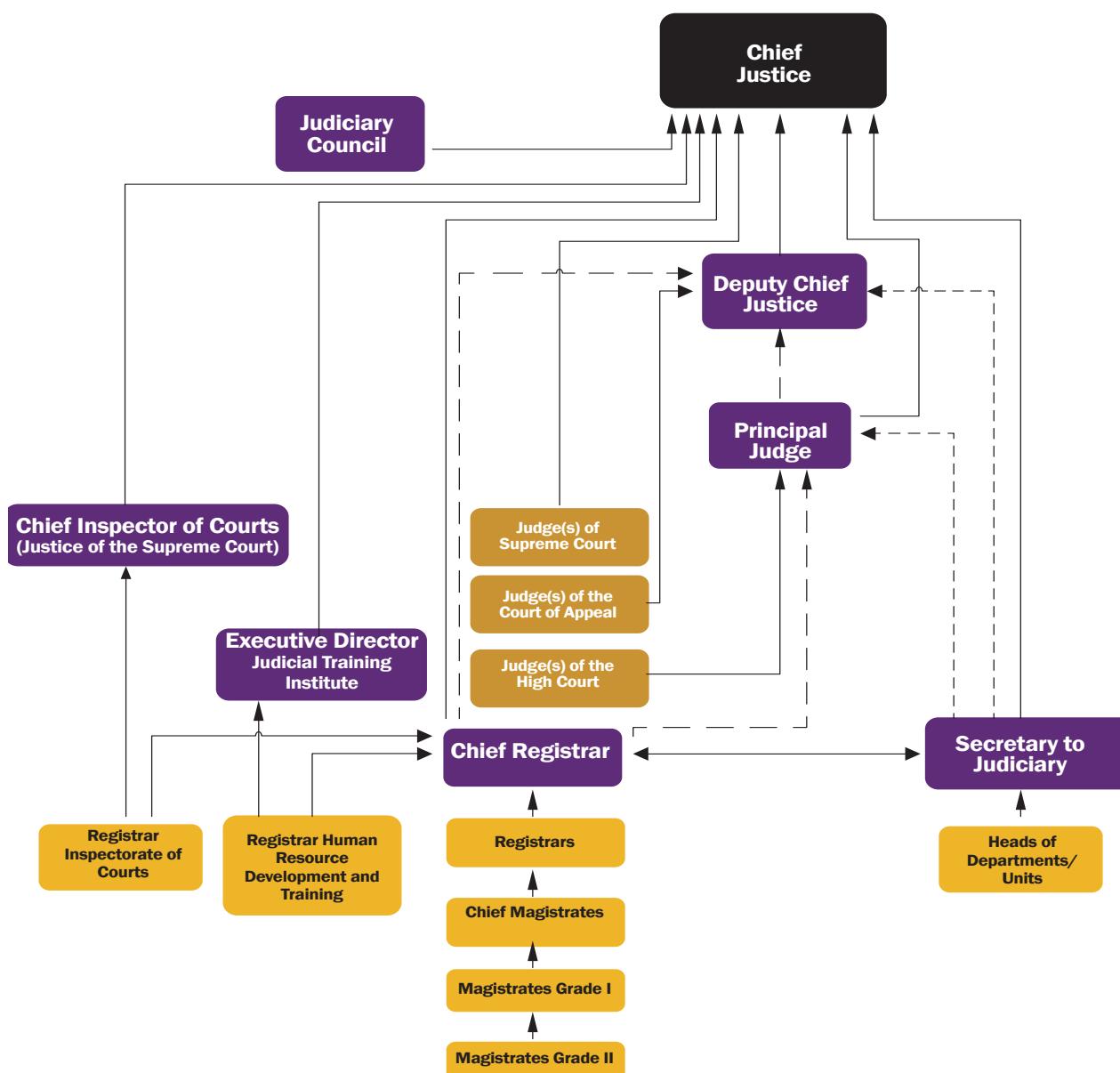


*Uganda High Court building*



**T**he Administration of the Judiciary Act, establishes the key administrative structures and organs of the Judiciary and also spells out their functions and mandate. They include: The Chief Justice as the head of the Judiciary; the Judiciary Council, which advises the CJ on the administration of the Judiciary; the Chief Registrar who is the judicial technical head; and the Secretary to the Judiciary who shoulders the day-to-day administration and is also the Accounting Officer of the Judiciary. 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: The Judiciary Administration Structure**



Source: *The Judiciary Staff 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 (PJ).

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 or she assists the CJ in its administration. In addition, the DCJ 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 or she assists the CJ in the administration of the High Court and subordinate courts. He or 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 The 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. the 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; and
- xvi. the Chief Inspector of Courts.

Section 4 further mandates the Judiciary 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 or her in the performance of his or 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; 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 utilization 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.

In addition, The Administration of the Judiciary (Establishment of Committees) Regulations, 2023 established more Committees as listed below:

- i. The Audit Committee;
- ii. The Case Management Committee;
- iii. The Law Reform Committee;
- iv. The Performance Management and Awards Committee;
- v. The Disciplinary Committee;
- vi. The Sexual Harassment Committee.

## 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:

- i. Receive and process complaints against any staff of the Judiciary;
- ii. Investigate cases of mal-administration of justice;
- iii. Examine and take custody of any judicial administration records necessary for its investigations;
- iv. Recommend appropriate remedial action to correct cases of mal-administration in the Judiciary;
- v. Interface with and sensitise stakeholders and the public on the administration of justice;
- vi. Enforce the Judicial Code of Conduct and Public Service Code of Conduct in the Judiciary; and
- vii. 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 or she is responsible for the organisation of the Judiciary; in particular:

- i. Advising the CJ on the administration of the Judiciary;
- ii. Implementing policies of Government;
- iii. Implementing the administrative activities in the Judiciary Strategic Plan;
- iv. The expenditure of public funds by or in connection with the Judiciary subject to Article 164 of the Constitution; and
- v. Any other duty assigned by the CJ, DCJ or PJ.

In the performance of his/her duties, the Secretary to the Judiciary is answerable to Parliament. He or 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:

- i. Performing judicial functions vested in him/her under the law;
- ii. Giving effect to policies and directions of the CJ, DCJ and PJ;
- iii. Effectively overseeing judicial operations of all courts of judicature;
- iv. Monitoring and enhancing the quality of services and official procedures;

- v. Communicating with Government and the public on matters relating to the Judiciary and any other matters of Government interest;
- vi. Implementing the judicial activities in the Judiciary Strategic Plan;
- vii. Assisting the CJ, the DCJ and the PJ in facilitation and supervision of the courts;
- viii. Linking the Judiciary and the Judicial Service Commission on appointments, promotions and disciplinary matters relating to registrars and magistrates; and
- ix. Any other matter assigned to him/her by the CJ, DCJ or PJ and other judicial functions vested by other laws and regulations including licensing advocates and court bailiffs in accordance with section 15 (2)(a) of AJA.

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 or 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 and training to any other person or institution approved by the Director of the institute.

# 3.

## FINANCIAL PERFORMANCE



**T**his section provides information on the management of finances during the Financial Year. It covers the approved budget estimates and expenditure analysis, as well as the revenue and deposits from courts.

### 3.1 Government of Uganda funding for FY2024/25

The Judiciary received an increment in its budget allocation from UGX 392.546 Billion for the FY2023/24 to UGX 442.263 Billion for FY2024/25. The budget performance is shown in Table 1 below.

**Table 1: Overview of Release and Expenditures (UGX in Billions)**

Category	Approved Budget UGX. Bn	Released Budget UGX. Bn	Expenditure UGX. Bn	% Budget Released	% Releases spent
Wage	108.825	108.825	94.968	100.0%	87.3%
Non-Wage	270.201	270.201	269.968	100.0%	99.9%
Development	63.010	63.010	62.970	100.0%	99.9%
Total GoU (Excluding Arrears)	442.036	442.036	427.906	100.0%	96.8%
Arrears	0.227	0.227	0.227	100.0%	100.0%
Total GoU + Arrears	442.263	442.263	428.133	100.0%	96.8%

- i. The performance on wage stood at 87.3% due to the pending recruitment of staff.
- ii. Non-wage performed at 99.9% because of pensioners who failed to submit the required documents on time.
- iii. Development performed at 99.9% due to pending submission of the certificates of completion for the ongoing construction works.

## 3.2 Support from Development Partners

For the FY2024/25, the Judiciary received support from development partners to conduct a number of activities as shown in Table 2 below:

**Table 2: Support from Development Partners for FY2024/25**

Source of funding	Project	Area of Focus	Funding
IDLO	Community Justice Programme (Supported by Sweden)	<ul style="list-style-type: none"> <li>a) Regional training of Judicial officers, and lawyers on new rules of procedure in Fort Portal, Gulu, and Mbarara</li> <li>b) Learning visit to Tanzania on electronic case management</li> <li>c) Family Justice summit held in August 2024</li> <li>d) Juvenile Sessions</li> <li>e) 2 Case Backlog Committee meetings held in July and September 2024</li> </ul>	UGX 360,000,000
	Access to Justice for Sustainable Development Programme (Supported by Netherlands)	<ul style="list-style-type: none"> <li>a) Training of Judicial Officers on Case Management and Mediation in Gulu</li> <li>b) Alternative Justice summit</li> <li>c) Africa continent commercial courts roundtable meeting under the Standing International Forum of Commercial Courts (SIFoCC), and the African Chief Justices' Alternative Dispute Resolution Forum (ACJAF)</li> </ul>	UGX 130,000,000
UNODC	Strengthening crime prevention and criminal justice in Uganda (supported by the Embassy of the Kingdom of the Netherlands in Uganda)	<p>Training for 50 Judicial officers (Chief Magistrates and Grade I Magistrates) on Non-Custodial Measures</p> <p>Participants engaged with legal frameworks and practical applications of proportionate sentencing, emphasising the integration of non-custodial measures into judicial decision-making.</p>	UGX 131,432,540
		Benchmarking visit by the Ugandan Judiciary to the Judiciary of South Africa on Judicial Training	UGX 134,696,963
UNFPA	SGBV Special Sessions	SGBV sessions conducted in the High Courts of Lira, Moroto, Luwero, Kasese and Chief Magistrates' Courts of Arua, Apac, and Amuru	UGX 168,920,000

Source of funding	Project	Area of Focus	Funding
UNDP	Governance and Peace Programme	Launch of the Video Conferencing system in Mukono High Court and Kayunga prison and, conduct symposium to share experiences with courts newly supported with Video Conferencing Systems (Mukono, Kayunga, Mubende, Mbale and Jinja).	24,120 USD
		Roll out of Alternative Dispute Resolution Strategy. Conduct mediation settlement fortnightly at 5 High Court Circuits and Divisions (Family Division, Fort Portal, Soroti, Mukono, and Commercial Division) and 4 Chief Magistrates Courts of Mengo, Makindye, Soroti and Fort Portal	USD 61,780
	Governance and Peace Programme/ Strengthening gender-responsiveness of justice systems through digitalisation and alternative justice systems	Support Court Open Day in the Buvuma Chief Magistrate Court)	USD 14,587

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

- i. East African Community Secretariat: Trained Judges of Uganda on good governance and rule of law in the East African Community.
- ii. Makerere University School of Public Health: Trained Judicial Officers on rights-responsive legal enforcement for key populations and HIV.
- iii. Bank of Uganda: Colloquium on Finance and Banking aimed at equipping the Judges with knowledge of Uganda's tax system, the new developments therein and its effects on the country's economic growth; as well as discussing the roles of the Judiciary in enhancing tax compliance, and the best practices.
- iv. Government of Uganda in partnership with IDLO facilitated the first Africa Continent Commercial Courts Summit as well as the National Alternative Justice Strategy/ADR Summit for traditional and religious leaders.
- v. Government of Uganda in partnership

with IDLO further facilitated Case Management, including ADR and judgement writing, Training as well as a Training of Trainers for Judicial Officers in Gulu.

- vi. UNDP facilitated a delegation of 11 persons for a week-long benchmarking trip to South Africa to study the judicial training model and identification of best practices that could be adopted in Uganda.

### 3.3 Non-Tax Revenue collections

The Judiciary collected **UGX 12,091,752,965** as Non-Tax Revenue (NTR) that was remitted to the Consolidated Fund. The NTR collected increased by **13.27%** from the previous Financial Year.

**UGX12,091,725,965**

FY2024/25



**UGX10,675,032,310**  
FY2023/24

**Table 3: Comparison of Non-Tax Revenue (NTR) Collection between FY2023/24 and FY2024/25**

S/No	Category	Collections as at 30 <sup>th</sup> June 2024 (UGX)	Collections as at 30 <sup>th</sup> June 2025 (UGX)	Percentage (%) Change of NTR Collections
1	Court filing fees	3,037,259,216	2,908,175,806	-4.25
2	Court fees and fines	7,428,353,172	8,869,257,633	19.40
3	Other court fees and penalties	172,239,900	208,408,416	21.00
4	Miscellaneous revenues	37,180,022	105,911,110	184.86
<b>Total</b>		<b>10,675,032,310</b>	<b>12,091,752,965</b>	<b>13.27</b>

### 3.4 Bail Refunds

The Judiciary collected UGX 6,819,361,309 from bail deposits and UGX 4,993,646,000 was paid out. At the end of the Financial Year, UGX 26,116,547,909 was pending as bail deposits to be paid out.

**Table 4: Bail Refund Performance for FY2024/25**

<b>Bail Refund Performance</b>	
Brought forward- bail deposit June 2024	24,290,832,600
Total bail deposits/collection for July 2024 -June 2025	6,819,361,309
Bail payments between July 2024 - June 2025	(4,993,646,000)
Bail deposit as at 30 <sup>th</sup> June 2025	26,116,547,909

**UGX 6,819,361,309**

**BAIL DEPOSITS**



**UGX 4,993,646,000**

**PAID OUT**



# 4.

## PERFORMANCE ON KEY RESULT AREAS



Chief Justice Alfonse Chigamoy Owiny - Dollo  
leading a Supreme Court session



This section presents the performance of the Judiciary at outcome level, as indicated in Table 5 below against the outcome targets detailed in the Fifth Judiciary Strategic Plan (JSPV).

**Table 5: Final outcome results**

Outcomes	Indicators	Baselines	Targets	Performance	Targets	Performance	Targets	Performance	Targets	Performance	Comments
		FY 2019/20	FY 2021/22	FY 2021/22	FY 2022/23	FY 2022/23	FY 2023/24	FY 2023/24	FY 2024/25	FY 2024/25	
<b>Increased coverage of Judiciary services</b>	Proportion of designated areas with operational courts (%)	51%	56%	70%	61%	70.15%	66%	77.21%	71%	78.41%	Operationalisation of 5 New High Court Circuits, 7 Chief Magistrates Courts and 1 Magistrates Grade I Court
<b>Increased case disposal</b>	Annual disposal rate of cases	45%	51%	55%	54%	63.00%	57%	59.67%	60%	57.61%	Widening capacity gaps in other Administration of Justice Programme Institutions such as the Office of the Director of Public Prosecutions and Uganda Police Force - Criminal Investigation Directorate in view of the expanded Judiciary.
<b>Reduced lead times/turnaround times in the disposal of cases</b>	The average time taken from filing to disposal of cases in days	1,164	1,104	901	1,074	897	1,044	891.25	1,014	935.5	Prioritisation of backlog cases particularly cases that were outstanding for 10 or more years, in the disposal of cases.

Outcomes	Indicators	Baselines	Targets	Performance	Targets	Performance	Targets	Performance	Targets	Performance	Comments
Reduced case backlog in the court system	Percentage of backlog cases in the court system	48%	40%	30.11 %	36%	27.48 %	32%	27.20 %	28%	24.20 %	The good performance is attributed to: a) Increased use of Alternative Dispute Resolution Mechanisms such as Plea-Bargaining, Small Claims Procedure and Mediation in adjudication. b) Increased automation in adjudication.
Increased satisfaction of court users	Percentage of court users rating confidence in courts as high to very high	52%	58%	-	61%	71%	64%	71%	67%	71%	Survey by Legal Aid Service Providers Network (LASPNET)

# 5.

## PERFORMANCE OF COURTS



Court of Appeal held a Special sitting to honour  
The Hon. Deputy Chief Justice Richard Buteera  
ahead of retirement.



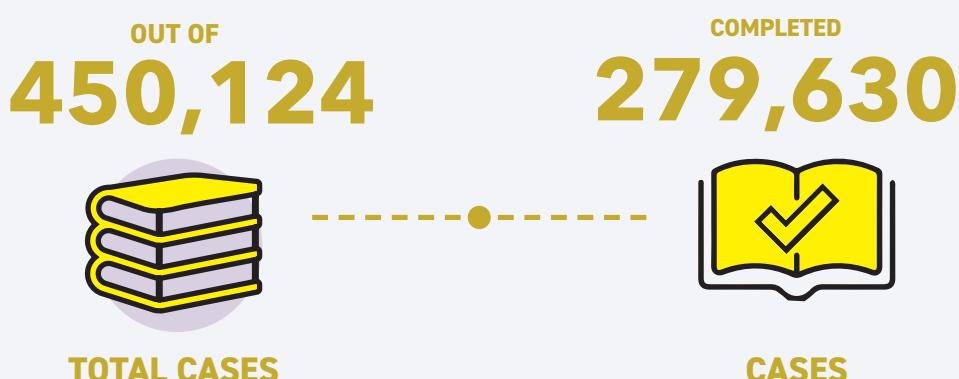
**T**his section presents a detailed breakdown of court performance, highlighting cases brought forward, new registrations, caseload, disposals, and pending cases at the close of the Financial Year.

The performance of courts during the FY2024/25 reflected the Judiciary's continued commitment to enhancing access to justice and promoting timely disposal of cases. Court performance was assessed using case data and statistics collected monthly, quarterly, and annually. These indicators are aligned to the Fifth Judiciary Strategic Plan (JSPV) and the Third Plan for National Statistical Development (2020/21-2024/25), ensuring consistency with national performance measurement frameworks.

In FY2024/25, courts had a total caseload of **450,124** cases, of which **170,494** cases were brought forward from FY2023/24, while **279,630** were newly registered. The courts managed to resolve **259,331** cases, closing the Financial Year with a pending caseload of **190,793** cases. The Chief Magistrates Courts recorded the highest number of both

registered and completed cases. The details are presented in Table 6.

This performance is attributed to key institutional reforms and innovations, including the implementation of Alternative Dispute Resolution (ADR) mechanisms, the recruitment of more Judicial Officers, operationalisation of additional courts, continued electronic case filing via Electronic Court Case Management Information System (ECCMIS), routine criminal sessions in all High Court circuits, and daily hearings at the Criminal Division. Additionally, the revamped Regional and District Coordination Committees, under the guidance of the Case Management Committee, significantly enhanced coordination, communication, and problem-solving across the justice delivery chain.





The Attorney General Kiryowa Kiwanuka (centre), the Director of Public Prosecutions (DPP) Jane Frances Abodo(second right), Ruth Ssebatindira (second left) and Prof. Edward Ssempebwa (extreme left) at a Special sitting to honour The Hon. Deputy Chief Justice Richard Buteera ahead of retirement.

**Table 6: Overall performance of Courts in FY2024/25**

Court Level	Brought forward from FY2023/24	Registered in FY2024/25	Caseload	Completed	Pending cases as at 30 <sup>th</sup> June 2025	Clearance Rate (%)
Supreme Court	991	357	1,348	160	1,188	44.82
Court of Appeal/ Constitutional Court	11,847	3,235	15,082	2,286	12,796	70.66
High Courts	82,741	63,750	146,491	60,359	86,132	94.68
Chief Magistrates Courts	56,499	139,559	196,058	129,354	66,704	92.69
Magistrate Grade I Courts	18,374	72,556	90,930	67,014	23,916	92.36
Magistrate Grade II Courts	42	173	215	158	57	91.33
<b>Grand Total</b>	<b>170,494</b>	<b>279,630</b>	<b>450,124</b>	<b>259,331</b>	<b>190,793</b>	<b>92.74</b>

Source: Court Case Performance Report for FY2024/25

Overall, the courts registered a total clearance rate of **92.74%** with the High Court having the highest rate of **94.68%** followed by the Chief Magistrates Courts with **92.69%**.

## 5.1 Analysis of court case performance 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 7 below provides the overall performance by case type.

**Table 7: Overall court case performance by case type**

Case Type	Brought forward from FY2023/24	Registered in FY2024/25	Caseload	Completed	Pending cases as at 30 <sup>th</sup> June 2025	Disposal Rate (%)
Criminal	63,535	125,686	189,221	118,883	70,338	62.83
Civil	44,848	82,583	127,431	72,414	55,017	56.83
Land	35,853	28,237	64,090	26,532	37,558	41.40
Commercial	9,388	6,891	16,279	8,303	7,976	51.00
Family	16,094	35,328	51,422	32,273	19,149	62.76
Anti-corruption	368	359	727	398	329	54.75
International Crimes	49	61	110	66	44	60.00
Execution	359	485	844	462	382	54.74
<b>Grand Total</b>	<b>170,494</b>	<b>279,630</b>	<b>450,124</b>	<b>259,331</b>	<b>190,793</b>	<b>57.61</b>

Source: Court Case Performance Report for FY 2024/25

Criminal cases were the most registered and completed in the FY2024/25 with a disposal rate of 62.83% due to more special sessions for criminal matters, daily hearings and plea bargaining, while land cases had the lowest disposal rate of 41.40% due to the complexity of land matters.

## 5.2 Performance trends for FY2020/21-FY2024/25

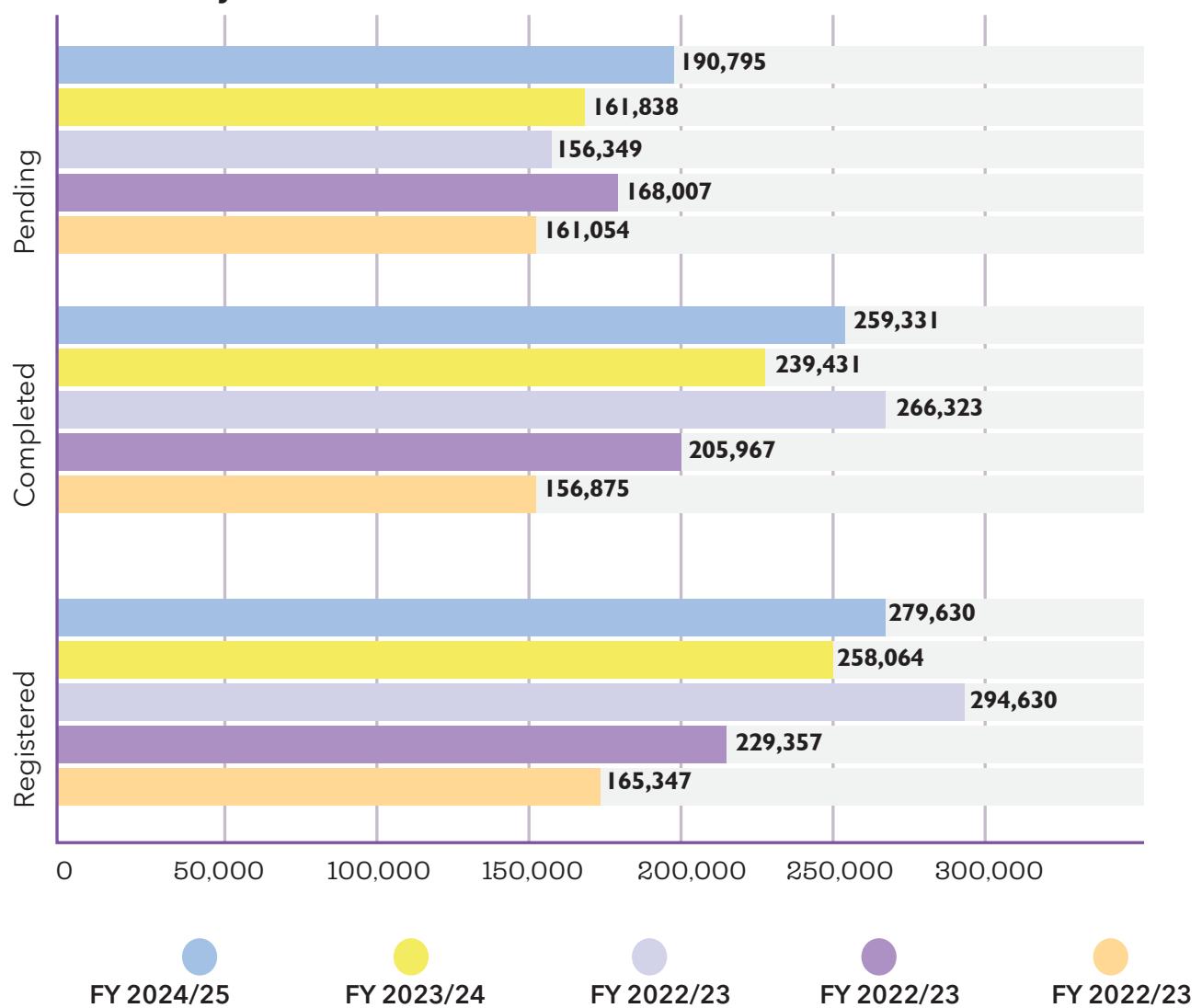
In the last five Financial Years, the Judiciary registered growth in cases filed and completed. This trend is shown in the Table 8 and Figure 4 below:

**Table 8: Court Case Performance trends for the last Five Financial Years**

Financial Year	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
<b>Registered</b>	165,347	229,375	294,020	258,064	279,630
<b>Completed</b>	156,875	205,967	266,323	239,431	259,331
<b>Pending</b>	161,054	168,007	156,349	161,838	190,793

Source: Court Case Performance Report for FY 2024/25, FY2023/24, FY 2022/23, FY2021/22 and FY2020/21

**Figure 4: Trends on overall disposal, registration and pending cases in the last 3 years**



Source: Court Case Performance Reports for FY2024/25, FY2023/24, FY2022/23, FY2021/22 and FY2020/21

The increase in case registration is attributed to improved public awareness and coverage of courts across the country while the increase in case disposal is attributed to improved capacity of the Judiciary including staffing, innovations and retooling of courts.

### 5.3 Performance of the Supreme Court

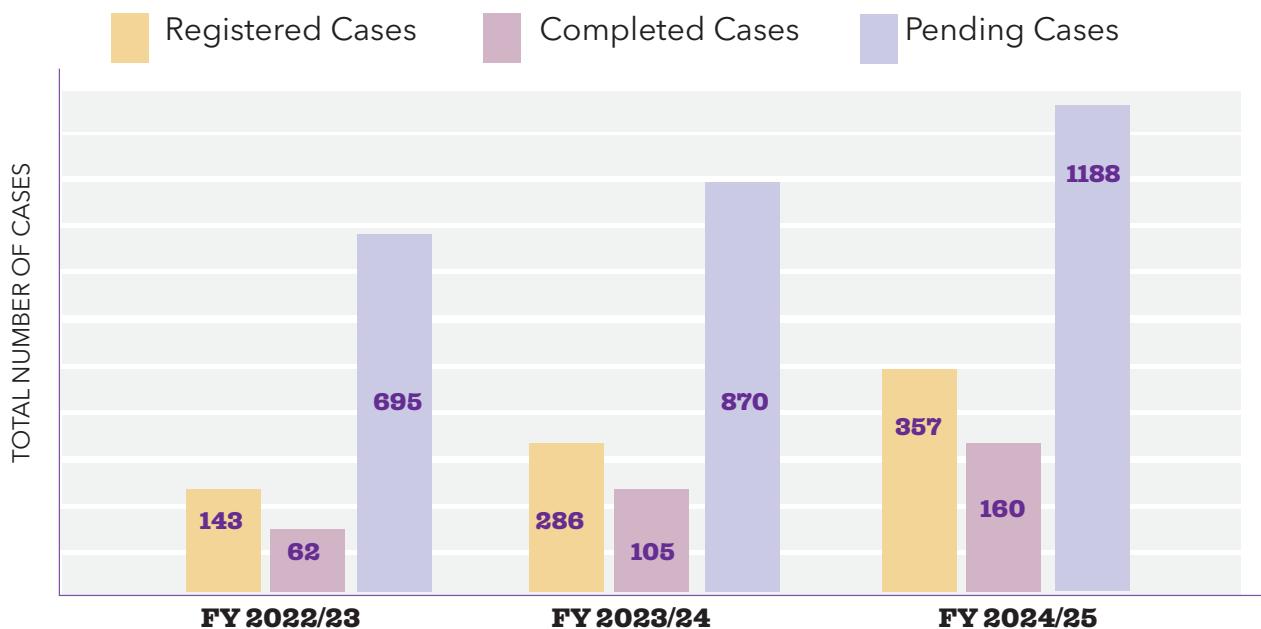
The Supreme Court registered a 158% increase in case disposal from 62 cases in FY2022/23 to 160 cases in FY2024/25. Similarly, the Court recorded an increase in the number of registered cases across the last three Financial Years. The Supreme Court performance is summarised in Table 9 and Figure 5 below.

**Table 9: Performance of the Supreme Court in the last three financial years**

S/No	Case Type	Registered cases			Completed cases			Pending Cases		
		FY2022/23	FY2023/24	FY2024/25	FY2022/23	FY2023/24	FY2024/25	FY2022/23	FY2023/24	FY2024/25
1	Criminal	25	149	234	32	37	64	461	544	787
2	Civil	112	133	111	30	65	92	226	297	368
3	Constitutional	6	4	12	0	3	4	8	29	33
4	Election	0	0	0	0	0	0	0	0	0
<b>Totals</b>		<b>143</b>	<b>286</b>	<b>357</b>	<b>62</b>	<b>105</b>	<b>160</b>	<b>695</b>	<b>870</b>	<b>1,188</b>

Source: Court Case Performance Reports for FY2024/25, FY2023/24 and FY2022/23

**Figure 5: Performance of the Supreme Court over the last 3 Financial Years**



## 5.4 Performance of the Court of Appeal/ Constitutional Court

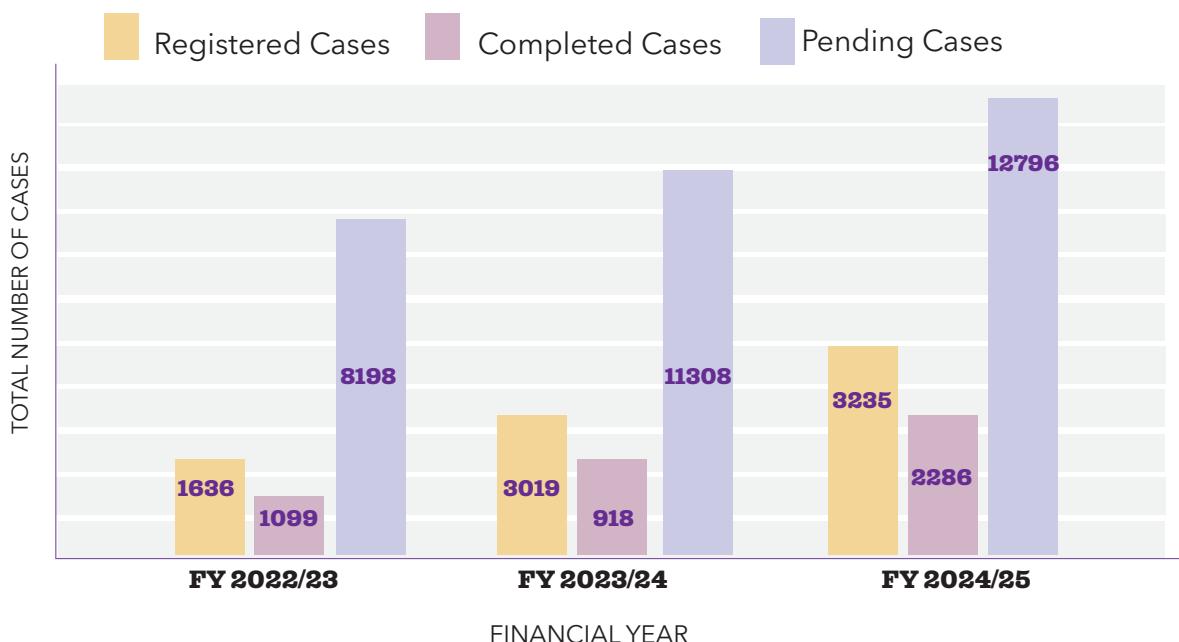
The Court of Appeal/Constitutional Court registered a 108% increase in case disposal from 1,099 cases in FY2022/23 to 2,286 cases in FY2024/25. Similarly, the Court recorded an increase in the number of registered cases across the last three Financial Years. The Court of Appeal/Constitutional Court performance is summarised in Table 10 and Figure 6 below.

**Table 10: Performance of the Court of Appeal/ Constitutional Court in the last three financial years**

S/No	Case Type	Registered cases			Completed cases			Pending Cases		
		FY 2022/23	FY 2023/24	FY 2024/25	FY 2022/23	FY 2023/24	FY 2024/25	FY 2022/23	FY 2023/24	FY 2024/25
1	Criminal	273	847	876	330	341	605	3,489	4,288	4,631
2	Civil	1,218	1963	2,000	575	387	1,235	4,351	6,673	7,815
3	Constitutional	68	61	50	152	66	109	192	173	151
4	Election	36	14	8	23	24	15	32	30	7
5	Mediation Cause	41	134	301	19	100	322	134	144	192
<b>Total</b>		<b>1,636</b>	<b>3,019</b>	<b>3,235</b>	<b>1,099</b>	<b>918</b>	<b>2,286</b>	<b>8,198</b>	<b>11,308</b>	<b>12,796</b>

Source: Court Case Performance Reports for FY2024/25, FY2023/24 and FY 2022/23

**Figure 6: Performance of the Court of Appeal/Constitutional Court over the last three financial years**



## 5.5 Performance of the High Court (Divisions and Circuits)

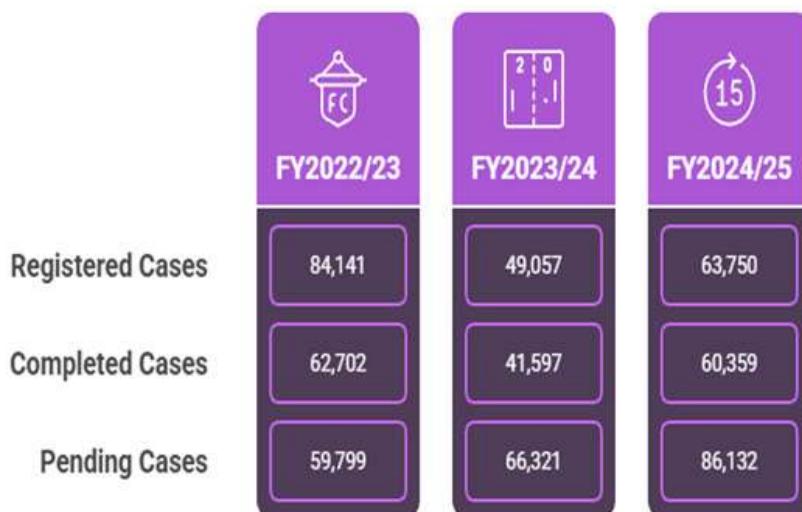
The High Court recorded a 40% increase in completed cases from 41,597 cases in FY2023/24 to 60,359 cases in FY2024/25. The Court also recorded an increase in the number of registered cases from 49,057 cases in FY2023/24 to 63,750 cases in FY2024/25. The High Court performance is summarised in Table 11 and Figure 7 below.

**Table 11: Performance of High Court in the last three Financial Years**

S/No	Case Type	Registered cases			Completed cases			Pending Cases		
		FY 2022/23	FY 2023/24	FY 2024/25	FY 2022/23	FY 2023/24	FY 2024/25	FY 2022/23	FY 2023/24	FY 2024/25
1	Anti-corruption	252	279	359	277	176	398	197	247	329
2	Commercial	6,139	5,439	6,891	4,864	3,737	8,303	5,199	6,285	7,976
3	Criminal	19,060	10,920	9,035	11,861	9,326	10,418	14,478	15,170	18,681
4	Civil	17,948	7,985	10,241	13,751	6,874	10,327	13,167	14,496	18,281
5	Execution Miscellaneous Applications	0	2,431	485	0	1,071	462	0	2411	382
6	Family	15,353	8,982	20,394	13,406	8,957	14,377	7,629	8,484	13,878
7	International Crimes	136	90	61	78	145	66	65	44	44
8	Land	25,253	10,308	16,284	18,465	11,311	16,008	19,064	19,184	26,561
<b>Total</b>		<b>84,141</b>	<b>49,057</b>	<b>63,750</b>	<b>62,702</b>	<b>41,597</b>	<b>60,359</b>	<b>59,799</b>	<b>66,321</b>	<b>86,132</b>

Source: Court Case Performance Reports for FY2024/25, FY2023/24 and FY2022/23

**Figure 7: Total number of cases for High Courts (Divisions & Circuits) for the last three Financial Years**



## 5.5.1 Performance of the High Court Divisions

The High Court Divisions had a caseload of 63,173 cases comprising of 34,670 cases brought forward and 28,503 cases newly registered. Of these, 29,884 cases were completed, closing the Financial Year with 33,289 pending cases. This performance reflects an average case disposal rate of 47.31% as shown in Table 12 below.

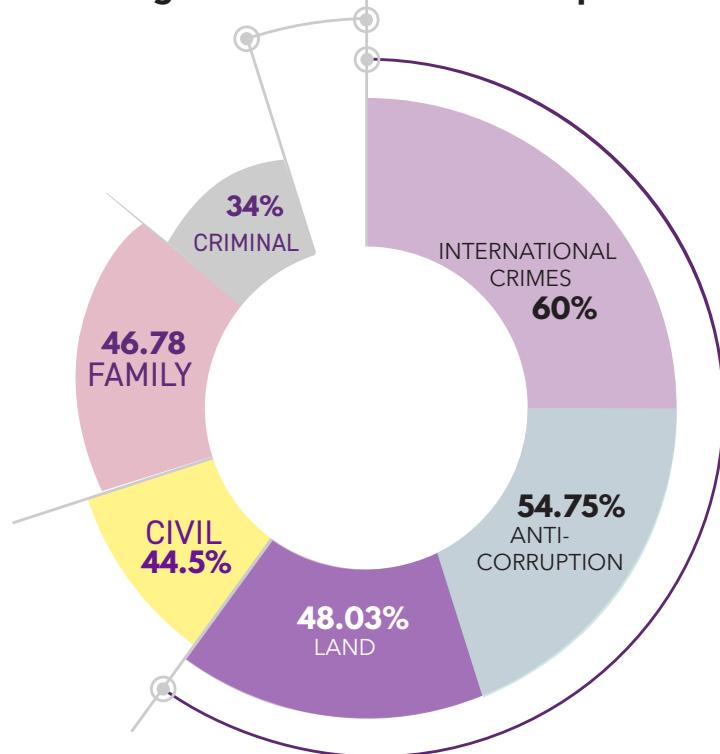
**Table 12: Performance of the High Court Divisions for FY2024/25**

High Court Division	Brought Forward	Registered	Caseload	Completed	Pending	Disposal Rate (%)
Anti-corruption	368	359	727	398	329	54.75
Commercial	9,157	6,806	15,963	8,209	7,754	51.43
Criminal	2,089	1,855	3,944	1,341	2,603	34.00
Civil	5,651	2,917	8,568	3,813	4,755	44.50
Family	5,731	10,867	16,598	7,765	8,833	46.78
International Crimes	49	61	110	66	44	60.00
Land	11,625	5,638	17,263	8,292	8,971	48.03
<b>Total</b>	<b>34,670</b>	<b>28,503</b>	<b>63,173</b>	<b>29,884</b>	<b>33,289</b>	<b>47.31</b>

Source: Court Case Performance Reports for FY2024/25

The International Crimes Division registered the highest disposal rate at **60%** while the Criminal Division had the lowest at **34%** as shown in Figure 8 below.

**Figure 8: Overview of High Court Divisions Case Disposal Rates**



## 5.5.2 Performance of the High Court Circuits

The High Court Circuits had a caseload of 83,318 cases comprising 48,071 cases brought forward and 35,247 cases newly registered. Of these, 30,475 were completed, closing the Financial Year with 52,843 pending cases. The High Court Circuits had an average case disposal rate of 36.58%.

Mukono High Court recorded the highest number of registered and completed cases with 3,276 and 5,039 cases respectively. The High Court of Wakiso, Entebbe, Lugazi, Patongo and Kumi registered and completed the lowest number of cases because they started operations towards the end of the Financial Year. The performance is shown in Table 13 below.

**Table 13: Performance of the High Court Circuits for FY2024/25**

S/No	High Court Circuit	Bought-Forward	Registered	Completed	Pending	Disposal Rate (%)
1	Fort Portal	1,343	1,547	1,501	1,389	51.94
2	Gulu	2,016	907	1,020	1,903	34.9
3	Jinja	2,395	1,431	1,471	2,355	38.45
4	Mbale	3,336	1,912	1,257	3,991	23.95
5	Mbarara	4,362	2,906	2,754	4,514	37.89
6	Masaka	3,568	2,199	1,339	4,428	23.22
7	Arua	1,842	1,212	1,055	1,999	34.54
8	Soroti	1,557	883	1,080	1,360	44.26
9	Lira	2,162	879	862	2,179	28.35
10	Kabale	822	643	482	983	32.9
11	Masindi	1,270	689	609	1,350	31.09
12	Mubende	3,684	1,801	3,029	2,456	55.22
13	Mukono	6,178	3,726	5,039	4,865	50.88
14	Mpigi	1,994	1,866	1,502	2,358	38.91
15	Hoima	1,605	1,178	966	1,817	34.71
16	Luwero	2,689	2,148	1,287	3,550	26.61
17	Moroto	401	227	378	250	60.19
18	Tororo	744	724	612	856	41.69
19	Rukungiri	571	576	453	694	39.49
20	Iganga	2,054	940	591	2,403	19.74
21	Bushenyi	1,203	995	1,067	1,131	48.54
22	Kiboga	638	803	808	633	56.07
23	Kitgum	918	402	590	730	44.7
24	Kasese	387	506	542	351	60.69
25	Wakiso	94	1,912	77	1,929	3.84
26	Entebbe	58	1,443	65	1,436	4.33
27	Lugazi	61	309	1	369	0.27
28	Patongo	89	348	12	425	2.75
29	Kumi	30	135	26	139	15.76
		<b>48,071</b>	<b>35,247</b>	<b>30,475</b>	<b>52,843</b>	<b>36.58</b>

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

Performance of the High Court Circuits in FY2024/25 by case type is detailed in **Annex 1**.

## 5.6 Performance of Magistrate Courts

Magistrate courts had a caseload of 287,203 cases, comprising 74,915 cases brought forward from FY2023/24, and 212,288 cases newly registered. The Courts completed 196,526 cases closing the Financial Year with a pending caseload of 90,677 cases. There was an increase in case registration from 205,702 cases in FY2023/24 to 212,288 in FY2024/25. However, case disposal remained nearly constant, with a slight decline from 196,811 cases disposed of in FY2023/24 to 196,526 in FY2024/25. There was also an increase in pending cases from 83,339 cases in FY2023/24 to 90,677 in FY2024/25. Table 14 and Figure 9 below show the performance.

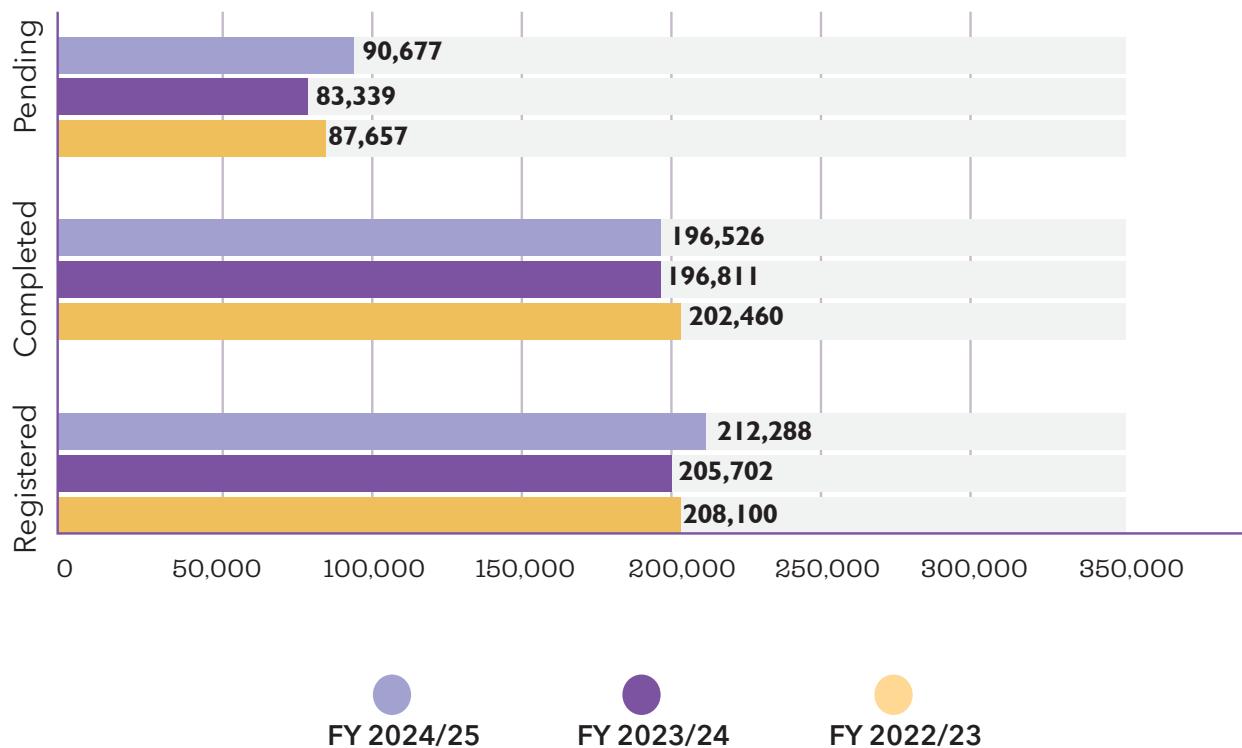
**Table 14: Performance of the Magistrate courts in the last three Financial Years**

COURT LEVEL	Case Type	REGISTERED			COMPLETED			PENDING CASES		
		FY2022/23	FY2023/24	FY2024/25	FY2022/23	FY2023/24	FY2024/25	FY2022/23	FY2023/24	FY2024/25
Chief Magistrate Courts	Criminal	80,048	76,233	74,046	80,874	75,540	68,185	33,556	29,913	31,755
	Civil	29,376	30,547	38,116	26,563	28,875	31,644	16,125	15,436	20,736
	Family	7,981	8,968	10,769	8,032	8,351	14,124	3,711	3,604	4,259
	Land	8,780	8,121	8,871	9,555	7,866	7,904	9,582	8,212	8,677
	Small Claims	7,812	7,613	7,757	7,729	7,641	7,497	1,350	1,311	1,277
<b>Total</b>		<b>133,997</b>	<b>131,482</b>	<b>139,559</b>	<b>132,753</b>	<b>128,273</b>	<b>129,354</b>	<b>64,324</b>	<b>58,476</b>	<b>66,704</b>
Magistrate Grade I Courts	Criminal	47,616	44,483	41,374	45,124	41,429	39,506	13,897	15,015	14,164
	Civil	11,807	12,877	14,808	10,853	11,297	12,547	4,287	4,696	5,243
	Family	3,014	3,518	4,160	3,092	3,407	3,766	881	940	1,013
	Land	2,847	3,429	3,080	2,644	2,743	2,619	2,647	2,595	2,371
	Small Claims	6,848	8,212	9,134	6,308	8,030	8,576	851	1,113	1,125
<b>Total</b>		<b>72,132</b>	<b>72,519</b>	<b>72,556</b>	<b>68,021</b>	<b>66,906</b>	<b>67,014</b>	<b>22,563</b>	<b>24,359</b>	<b>23,916</b>
Magistrate Grade II Courts	Criminal	1,733	1,527	121	1,547	1,407	105	595	434	38
	Civil	113	50	17	51	81	13	99	35	9
	Family	20	14	5	20	12	6	5	6	0
	Land	26	14	2	23	17	1	32	12	4
	Small Claims	79	96	28	45	115	33	39	17	6
<b>Total</b>		<b>1,971</b>	<b>1,701</b>	<b>173</b>	<b>1,686</b>	<b>1,632</b>	<b>158</b>	<b>770</b>	<b>504</b>	<b>57</b>
<b>Total for all Magistrates Courts</b>		<b>208,100</b>	<b>205,702</b>	<b>212,288</b>	<b>202,460</b>	<b>196,811</b>	<b>196,526</b>	<b>87,657</b>	<b>83,339</b>	<b>90,677</b>

Source: Court Case Performance Reports for FY2024/25, FY2023/24 and FY2022/23

Chief Magistrates Courts recorded the highest caseload, while Magistrates' Grade II Courts had the lowest caseload. Family and Small Claims cases in the Magistrates Courts recorded high disposal rates, compared to land cases due to their complexity and resource requirement for locus visits.

**Figure 9: Performance of Lower Courts in the last three financial years**



## 5.7 Monetary Value of pending cases in courts

According to the National Court Case Census 2025, the overall monetary value of cases recorded as at 12th January 2025 (Census Night) was **UGX 14,213,479,595,336** across all court levels. The High Court and the Court of Appeal/Constitutional Court recorded the highest monetary value at **UGX 10,725,718,257,366** and **UGX 3,369,171,432,632** respectively. Magistrate Grade II Courts recorded the lowest amount of monetary value with a total of **UGX 159,558,440**.

Resolving these pending cases would foster significant economic benefits to the country. Details on the monetary value of pending cases in courts is shown in Table 15 below:

**UGX14,213,479,595,336**

**MONETARY VALUE OF CASES**

**Table 15: Monetary value of pending cases in courts.**

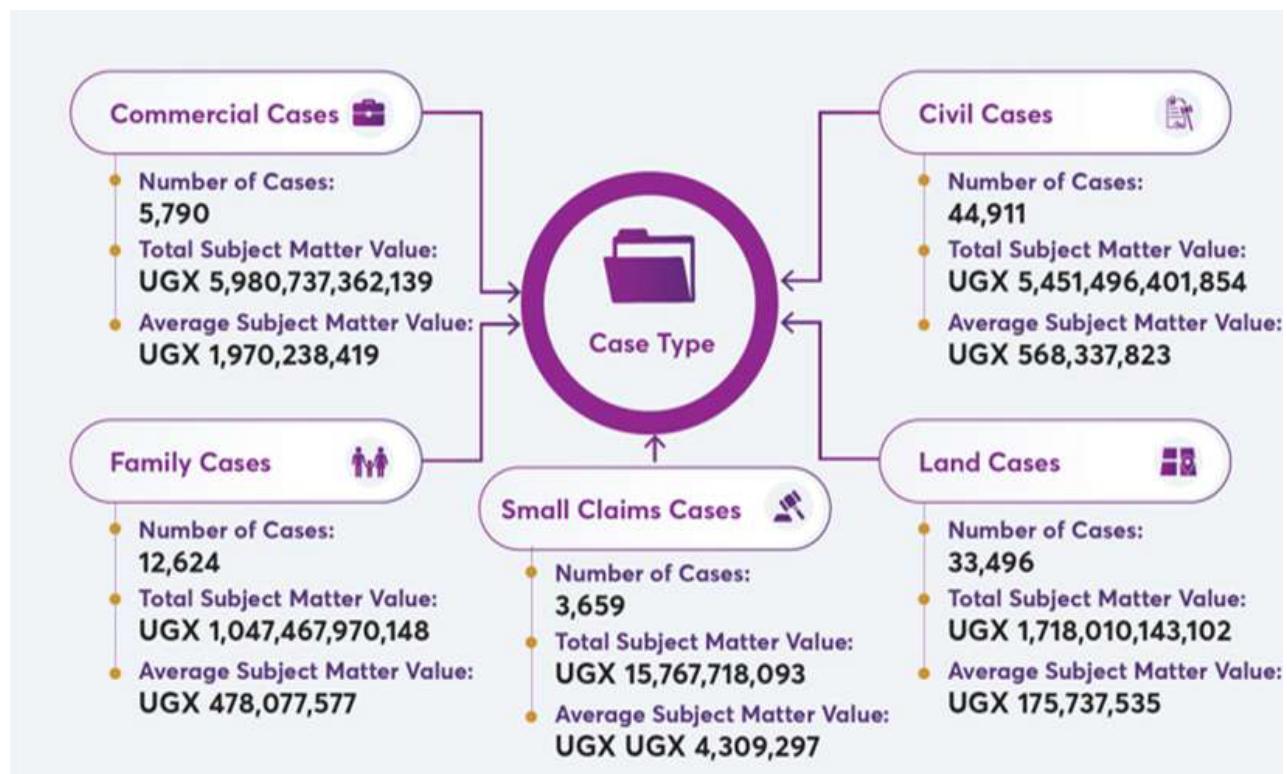
S/N	Court Level	Pending Cases	Monetary Value	Average Monetary value	Percentage
1.	Supreme Court	1000	6,356,632,675	397,289,542	0.60
2.	Court of Appeal/ Constitutional Court	11,007	3,369,171,432,632	7,871,895,871	6.58
3.	High Court	70,006	10,725,718,257,366	675,678,358	41.83
4.	Chief Magistrate	64,937	100,276,604,268	11,984,774	38.80
5.	Magistrate Grade I Court	20,344	11,797,109,955	5,765,938	12.16
6.	Magistrate Grade II Court	59	159,558,440	19,944,805	0.04
	<b>TOTAL</b>	<b>167,353</b>	<b>14,213,479,595,336</b>	<b>2,368,913,265,889</b>	<b>100.00</b>

Source: National Court Case Census, 2025

## 5.8 Subject matter value of pending cases by case type

Out of 100,480 pending cases (those that declared case values) as of the Census Night, Commercial cases constituted the highest subject matter value of UGX 5.98 Trillion followed by Civil cases with UGX 5.45 Trillion, Land cases with UGX 1.72 Trillion, Family cases with UGX 1.05 Trillion and Small Claims cases with UGX 15.77 Billion as indicated in Figure 10 below.

**Figure 10: Subject matter value of pending cases by case type**



# 6.

## CASE BACKLOG STATUS





**A** case is considered backlog if it spends two or more years in the court system from the date of filing before it is disposed of or completed. Overall, courts closed FY 2024/25 with a pending caseload of 190,793 cases, of which 46,181 cases were backlog that accounted for 24.20% of the cases. Compared to the previous FY 2023/24, case backlog declined by 2.12% from 26.32%. Tables 16, 17 and Figure 11 below show the summary of pending and backlog cases in the Judiciary by case type and court level for FY 2024/25.

The decline in case backlog was attributed to the operationalisation of High Court Circuits and Magistrate Courts; increased number of sessions to handle civil and criminal cases; implementation of innovations such as court-annexed mediation, mediation settlement week, daily hearing of cases under the Criminal Division; among others measures.

**Table 16: Summary of overall pending and backlog cases in the Judiciary as at 30th June 2025 by case type**

Case Type	Pending Cases as at 30 <sup>th</sup> June 2025	Case Backlog as at 30 <sup>th</sup> June 2025	Percentage Backlog (%)
Anti-corruption	329	74	22.49
Commercial	7,976	2,135	26.77
Criminal	70,338	14,675	20.86
Civil	55,017	14,386	26.15
Family	19,149	2,491	13.01
International Crimes	44	13	29.55
Executions	382	86	22.51
Land	37,558	12,321	32.81
<b>Grand Total</b>	<b>190,793</b>	<b>46,181</b>	<b>24.20</b>

Source: Annual Statistical Report on court performance FY2024/25

The highest number of pending and backlog cases were criminal cases, standing at 70,338 and 14,675 cases respectively. On the other hand, land cases had the highest percentage of backlog at 32.81% indicating the need for increased resource allocation to facilitate locus visits and backlog reduction sessions targeting both criminal and land cases.

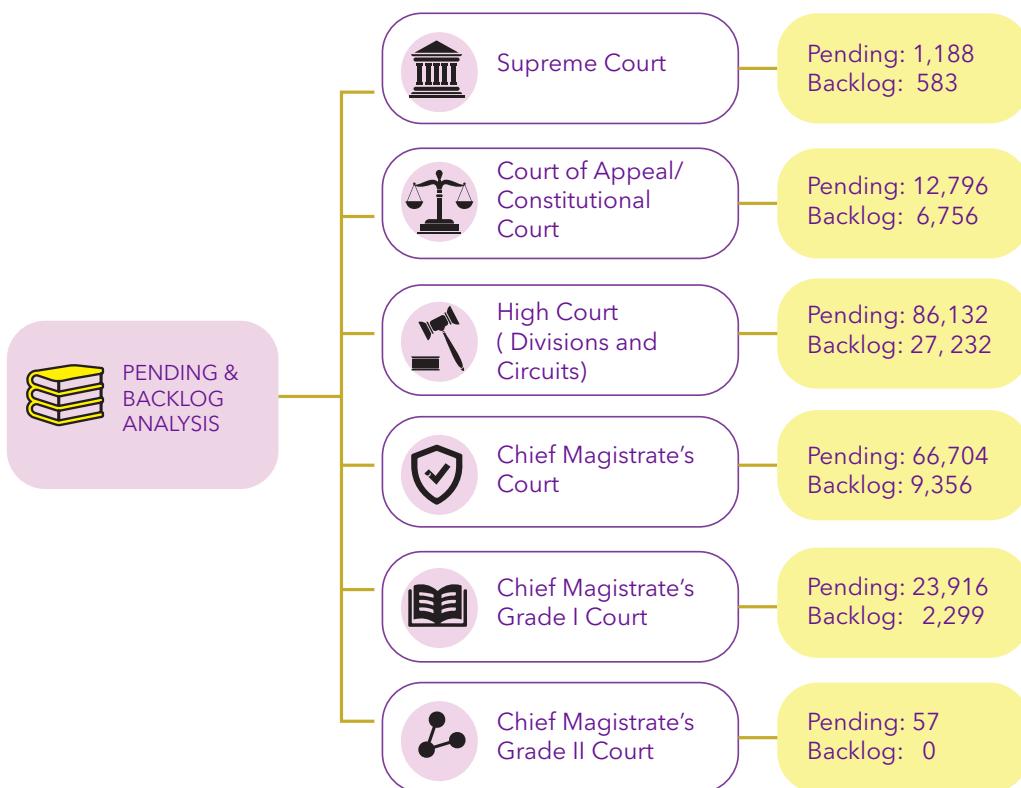
**Table 17: Pending and backlog cases by court level as at 30th June 2025**

Case Type	Pending Cases as at 30 <sup>th</sup> June 2025	Case Backlog as at 30 <sup>th</sup> June 2025	Percentage Backlog (%)
Supreme Court	1,188	538	45.29
Court of Appeal/ Constitutional Court	12,796	6,756	52.80
High Court - Divisions	33,289	9,794	29.42
High Court - Circuits	52,843	17,438	33.00
Chief Magistrates Courts	66,704	9,356	14.03
Magistrate Grade I Courts	23,916	2,299	9.61
Magistrate Grade II Courts	57	-	-
<b>Grand Total</b>	<b>190,793</b>	<b>46,181</b>	<b>24.20</b>

Source: Annual Statistical Report on court performance FY2024/25

During the Financial Year, Chief Magistrate Courts recorded the highest number of pending cases at 66,704 cases while the High Court Circuits had the highest number of backlog cases at 17,438 cases. The Court of Appeal/Constitutional Court had the highest percentage of pending cases that were backlog at 52.80%.

**Figure 11: Pending and backlog cases by court level as at the end of FY2024/25**



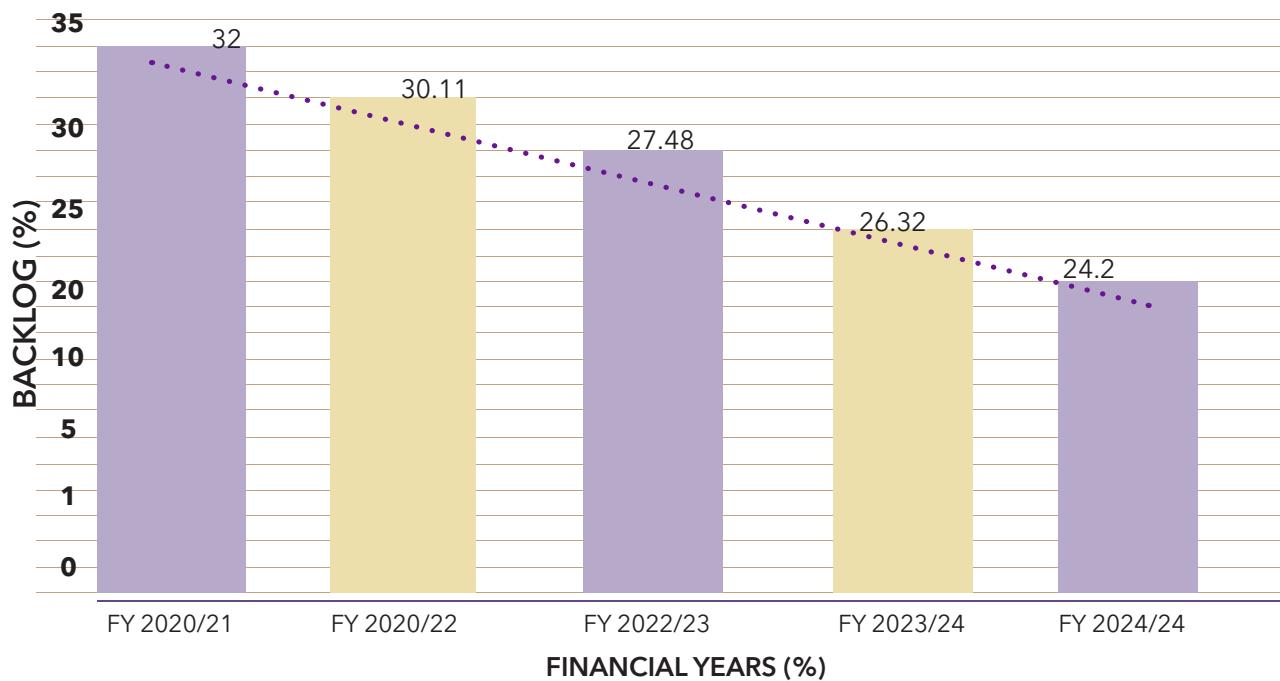
## 6.1 Case backlog trend over the last five Financial Years

Courts registered reduction in case backlog in the last five years as shown in Table 18 and Figure 12 below.

**Table 18: Case backlog trend over the last five Financial Years**

Financial Year	Percentage (%)
FY2020/21	32
FY2021/22	30.11
FY2022/23	27.48
FY2023/24	26.32
FY2024/25	24.20

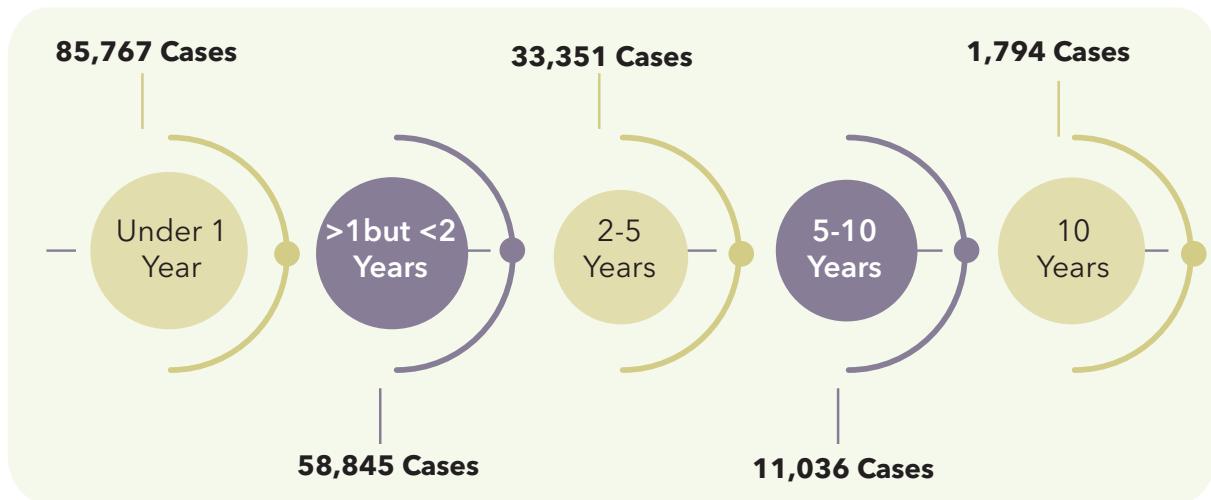
**Figure 12: Overall Case backlog trend for the last five Financial Years**



## 6.2 Summary of the case age by court level

The section profiles the age of pending cases as at 30th June 2025 across the various court levels. 75.8% of the pending cases (144,612 out of 190,793) were less than 2 years old, with 85,767 cases under 1 year and 58,845 cases between 1 and 2 years. Chief Magistrates Courts had the largest number of cases under 1 year (28,896) and between 1 to 2 years (28,452). Table 19 and Figure 13 below present the summary of cases by age and court respectively.

**Figure 13: Case distribution by age as at 30th June 2025**



**Table 19: Summary of case age distribution by court as at 30th June 2025**

Court Name	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	Backlog (%)
Supreme Court	332	318	305	202	31	1,188	538	45.29
Court of Appeal/ Constitutional Court	2,893	3,147	3,285	2,658	813	12,796	6,756	52.80
Anti-corruption Division	164	91	65	9	0	329	74	22.49
Commercial Division	3,932	1,783	1,681	318	40	7,754	2,039	26.30
Criminal Division	1,312	586	688	17	0	2,603	705	27.08
Civil Division	1,822	1,164	1,400	346	23	4,755	1,769	37.20
Family Division	6,514	1,034	858	279	148	8,833	1,285	14.55
International Crimes Division	27	4	8	5	0	44	13	29.55
Land Division	2,961	2,101	2,890	886	133	8,971	3,909	43.57
Fort Portal High Court	712	280	309	62	26	1389	397	28.58
Gulu High Court	560	398	694	201	50	1,903	945	49.66
Jinja High Court	1047	519	526	218	45	2,355	789	33.50
Mbale High Court	1,301	938	1,274	373	105	3,991	1,752	43.90
Mbarara High Court	1,564	899	1,195	680	176	4,514	2,051	45.44
Masaka High Court	1547	1034	1,533	302	12	4428	1847	41.71
Arua High Court	838	410	525	192	34	1999	751	37.57
Soroti High Court	516	370	392	79	3	1360	474	34.85
Lira High Court	594	407	772	357	49	2179	1178	54.06
Kabale High Court	410	244	276	53	0	983	329	33.47
Masindi High Court	464	373	333	137	43	1350	513	38.00
Mubende High Court	1105	465	544	318	24	2456	886	36.07

Court Name	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	Backlog (%)
Bushenyi High Court	491	639	1	0	0	1131	1	0.09
Kiboga High Court	367	252	14	0	0	633	14	2.21
Kitgum High Court	246	385	52	40	7	730	99	13.56
Kasese High Court	223	128	0	0	0	351	0	0
Entebbe High Court	1,436	0	0	0	0	1,436	0	0
Wakiso High Court	1,929	0	0	0	0	1,929	0	0
Lugazi High Court	369	0	0	0	0	369	0	0
Patongo High Court	425	0	0	0	0	425	0	0
Kumi High Court	139	0	0	0	0	139	0	0
Chief Magistrates' Courts	28,896	28,452	6,768	2,561	27	66,704	9,356	14.03
Magistrate Grade I Courts	13,747	7,870	2,142	157	0	23,916	2,299	9.61
Magistrate Grade II Courts	40	17	0	0	0	57	0	0
<b>Total</b>	<b>85,767</b>	<b>58,845</b>	<b>33,351</b>	<b>11,036</b>	<b>1,794</b>	<b>190,793</b>	<b>46,181</b>	<b>24.20</b>

Source: Annual Statistical Report on court performance FY2024/25



**Annex 2** has the detailed presentation on the case age status in the courts.

### **6.3 Interventions towards case backlog reduction**

#### **a) National Court Case Census 2025**

The Judiciary conducted the National Court Case Census from 13th to 15th January 2025, across all the 266 operational courts (Census Night of 12 January 2025). The Census was conducted under the oversight of the Case Management Committee, supported by the Technical Case Management Subcommittee and the constituted National Court Census Taskforce.

The census aimed to provide reliable and accurate data to support evidence based decision-making in the Judiciary.

The census revealed a total of 167,353

pending cases across all court levels, with the High Court holding the largest caseload with 70,006 cases and Chief Magistrates' Courts with 64,937 cases. By case category, Criminal cases were the most prevalent (65,709), followed by Civil cases (44,911) and Land cases (33,496).

Approximately 72% of the pending cases were less than two years old. However, 2,327 cases had been pending for over ten years, pointing to a significant prevalence of old unresolved cases in the courts.

#### **b) High Court quarterly performance reviews**

The Principal Judge held quarterly performance review meetings with the Heads and Deputy Heads of Divisions and the Case Management Committee, to review the performance of the High Court with a view of improving court business processes and elimination of case backlog.



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

The Daily Hearing Project (DHP) is a pilot scheme that began in January 2022 in the Criminal Division of the High Court to explore the possibility of hearing criminal cases in the High Court. It is expected to ensure: Faster disposal of cases; elimination of case backlog; promotion of the right to a fair trial; flexibility in quickly bringing cases to trial; a more holistic approach to fighting crime; promotion of better outcomes for the criminal justice system and promotion of efficiency in the criminal justice system. By the close of FY2024/25, the pilot DHP had performed as follows:

#### **i) Case Status**

The Criminal Division brought forward 2,089 cases, registered 1,854 cases, completed 1,340 cases (of which 217 were through Plea-Bargaining) and closed with 2,603 pending cases. The case clearance rate was at 72.28%, while the rate of case disposal was at 33.98%. Details are shown in Table 20 below:

**Table 20: Case status under the Daily Hearing of Cases Project for FY2024/25 by Case Category**

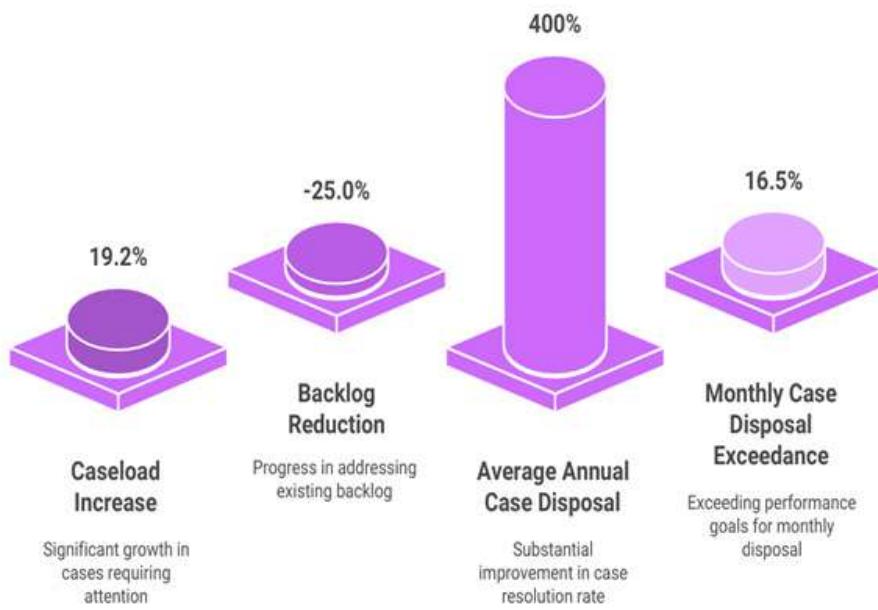
Category	Brought Forward	Registered	Disposed	Pending
Session	1,586	779	818	1,547
Appeal	224	260	118	366
MSc. Application	230	747	362	615
Revision	42	58	36	64
Confirmation	4	3	2	5
MSc Causes	3	7	4	6
<b>TOTAL</b>	<b>2,089</b>	<b>1,854</b>	<b>1,340</b>	<b>2,603</b>

Source: Daily Hearing Project Performance Report FY 2024/25

#### **ii) Achievements of the Daily Hearing Project under the Criminal Division**

- Reduction in case backlog by 25.0% from 940 cases as at 30th June 2022, to 705 as at 30th June 2025.
- Increased annual average case disposal by four-fold from 600 cases to 2,801 cases.
- Increased monthly average case disposal from 200 cases to 233 cases which represents a 16.50% increase.
- The lead time reduced by 1,551 days, from 2,190 days to 639 days, representing a 70.82% reduction in the time it takes to complete a case from the date of filing. Figure 14 and Table 21 show the achievements of the Daily Hearing Project

**Figure 14: Comparison of Caseload, Backlog, Average Annual Case Disposal and Monthly Case Disposal**



Source: Daily Hearing Project Performance Report FY 2024/25

**Table 21: Comparison of case backlog percentage and lead time**

S/No	Metric	Baselines as at 8 <sup>th</sup> October 2021	Performance as at 30 <sup>th</sup> June 2025
1.	Backlog Percentage	43%	27.08%
2.	Lead Time	2,190 days	639 days

Source: Daily Hearing Project Performance Report FY 2024/25

Despite the above achievements, the DHP faced some challenges including shortage of State Attorneys, difficulty in tracing witnesses and transfer of judicial officers serving under the project.

#### **d) Special sessions on Gender Based Violence cases**

The Judiciary organised Gender Based Violence (GBV) sessions in partnership with United Nations Population Fund (UNFPA) to bring justice to the victims, and in the process build public trust and confidence in the judicial system. The sessions were held in the High Courts of Lira, Moroto, Luwero, Kasese; the Chief Magistrates Courts of Arua and Apac; and the Amuru Magistrate Grade I Court.

The courts disposed of 348 GBV cases registering 100% clearance rate as shown in Table 22 below. This performance demonstrated a strong commitment to protecting vulnerable groups, particularly minors, from sexual exploitation and abuse.

The results highlight key areas that require constant attention to improve operational efficiency of handling GBV cases.

**Table 22: List of GBV cases completed during the criminal sessions**

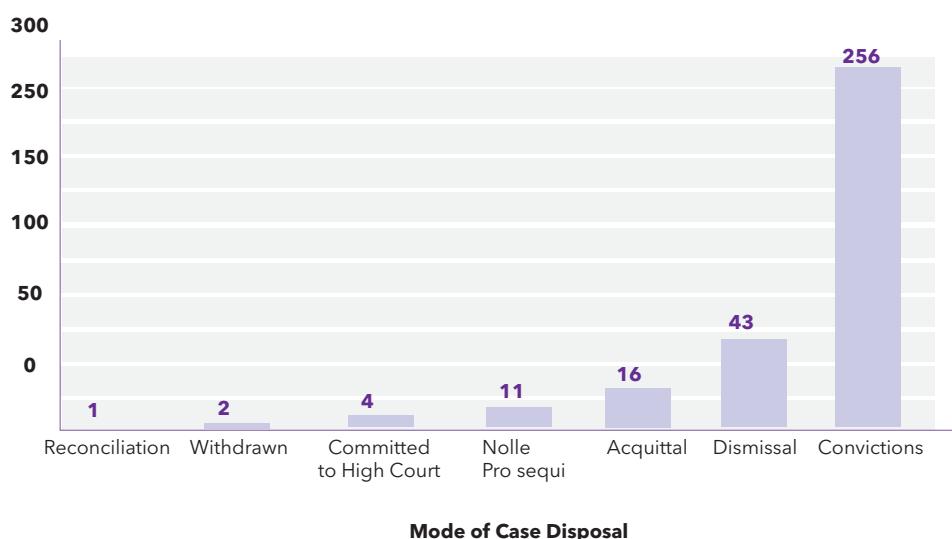
No.	COURT	CASE CATEGORY	TOTAL
1	KASESE HIGH COURT	Aggravated defilement	35
		Rape	3
		Aggravated trafficking	3
		Aggravated robbery	1
		<b>sub-total</b>	<b>42</b>
2	LUWERO HIGH COURT	Aggravated defilement	48
		Rape	3
		<b>sub-total</b>	<b>51</b>
3	LIRA HIGH COURT	Murder	15
		Aggravated defilement	17
		Rape	6
		Aggravated robbery	4
		Aggravated trafficking	3
		<b>sub-total</b>	<b>45</b>
4	MOROTO HIGH COURT		<b>46</b>
5	AMURU CHIEF MAGISTRATE COURT	Defilement	6
		Arson	8
		aggravated torture	1
		Insulting modest of a woman	2
		Malicious damage to property	2
		Assault occasioning actual bodily harm	7
		Burglary & theft	21
		Simple robbery	2
		Obtaining money by false pretense	2
		Stealing a vehicle	2
		Grievous harm	4
		Neglect of duty	2
		Criminal trespass	2
		Going armed in public	2
		<b>sub-total</b>	<b>63</b>
		Unlawfully Causing/Doing Grievous Harm	21

No.	Court	Case Category	Total	
6	APAC CHIEF MAGISTRATE COURT	Defilement	11	
		Arson	8	
		Attempted Murder	6	
		Threatening Violence	4	
		Assault Occasioning Actual Bodily Harm	4	
		Criminal Trespass (some with Threatening Violence)	2	
		Malicious Damage to Property	1	
		<b>sub total</b>	<b>56</b>	
7	ARUA CHIEF MAGISTRATE COURT	Defilement	29	
		Arson	9	
		Manslaughter	1	
		Rape Attempt	2	
		aggravated trafficking	1	
		Common Assault	1	
		Murder	1	
		Defilement Attempt	1	
<b>sub total</b>			<b>45</b>	
<b>TOTAL</b>			<b>348</b>	

Source: SGBV project report

Convictions formed the majority of the outcomes with 256 cases representing 76.5% of all disposals followed by dismissals accounting for the 43 cases (12.9%), acquittals with 16 cases (4.8%), nolle pro sequi with 11 cases (3.3%), while the 2 cases were withdrawn and 1 case reconciled. The majority of cases were resolved through convictions reflecting the courts efficiency in eliminating the menace of GBV. Details are shown in figure 15 below;

**Figure 15: Mode of GBV case disposal**



# 7.

## INNOVATIONS IN CASE MANAGEMENT



*Plea Bargaining camp at Arua Prison*



**T**he Judiciary took a significant step to promote the use of Alternative Dispute Resolution (ADR), in particular, mediation and plea bargaining as the best approach of resolving disputes outside of the traditional litigation process.

The Judiciary organised the first ever High Level National Summit on ADR in Uganda that brought together different national justice actors who represented the Judiciary in various African countries. The Chief Justices and delegates agreed to take the lead in promoting and spearheading ADR reforms in the different countries in Africa. In the spirit of promoting ADR, the Honourable Chief Justice of Uganda launched the Alternative Justice Systems Strategy.

## 7.1 Plea-Bargaining Programme

Plea-bargaining refers to a negotiation leading to an agreement under which the accused enters a plea of guilty in exchange for a reduced charge or favourable sentence.

Plea-bargaining is one of the innovations that the Judiciary is implementing in the criminal justice system. This innovation has played a commendable role in delivering quick and acceptable justice to the parties and undoubtedly helped in reducing case backlog and decongesting prisons.

### 7.1.1 Court case performance under Plea-Bargaining

A total of **3,760** cases were completed

through Plea Bargaining as follows; **2,251** cases at High Court level and **1,509** cases in the various Magisterial Areas. This reflected a clearance rate of **67.16%**. The average lead time for the recorded cases in the camps was less than one day. Table 23 shows court performance for plea-bargaining in respect to cases disposed of at through the Camps at the High Court and the Chief Magistrates Courts.

To strengthen Plea Bargaining, a procedure was adopted to involve the complainants during negotiations as a way of promoting justice for both the victim and the accused. Witnesses were consulted as evidenced on the victim impact statements that supported the judicial officers to make decisions during the camps.





## *The Chief Justice Alfonse Chigamoy Owiny - Dollo opening a Plea Bargaining camp at Gulu Prison*



### *An accused attending a Plea Bargaining session*

**Table 23: Court Performance for Plea-Bargaining**

High Court Performance					
S/No	High Court	Camp	Number of inmates enrolled	Number of cases disposed of	Clearance / Success Rate (%)
1	Kampala	Luzira Prison	78	57	73.08
2	Kampala	Kampala Remand Prison	338	338	100.00
3	Gulu	Gulu Main Prison	174	174	100.00
4	Jinja		282	206	73.05
5	Lira	Lira Main Prison	347	166	47.84
6	Mbale		69	69	100.00
7	Mukono	Mukono	320	285	89.06
8	Mubende		62	62	100.00
9	Masaka		268	268	100.00
10	Fort Portal	Katojo Prison	150	123	82.00
11	Mbarara		60	60	100.00
12	Soroti		229	229	100.00
13	Luwero		101	68	67.33
14	Iganga		196	76	38.78
15	Kampala	Kigo	50	36	72.00
16	Kiboga		34	34	100.00
<b>Sub-Total</b>			<b>2,758</b>	<b>2,251</b>	<b>81.62</b>
Chief Magistrate Court Performance					
S/No	Chief Magistrate Court		Number of Inmates enrolled	Number of cases disposed of	Clearance / Success Rate (%)
1	Luzira Prison		921	347	37.68
2	Buganda Road		12	12	100.00
3	Lira		173	173	100.00
4	Mubende		200	151	75.50
5	Kajjansi		149	149	100.00
6	Gulu		85	68	80.00
7	Jinja		87	87	100.00
8	Mbale		96	96	100.00
9	Mbarara		152	152	100.00
10	Arua		25	25	100.00
11	Mubende		44	30	68.18
12	Mityana		98	98	100.00
13	Mukono		2	1	50.00
14	Nsangi		36	33	91.67
15	Fort Portal		162	87	53.70
<b>Sub-Total</b>			<b>2,242</b>	<b>1,509</b>	<b>67.31</b>
<b>Total for HCT and CM Courts</b>			<b>5,000</b>	<b>3,760</b>	<b>75.20</b>

Source: Court Case Reports for FY2024/25

## 7.2 Mediation

The Judiciary revamped the initiative of court-annexed mediation in the following courts: The Supreme Court, Court of Appeal, the Civil Division, Land Division, Family Division, Commercial Division, Masaka High Court, Fort Portal High Court, Mukono High Court, Soroti High Court, Gulu High Court, Bushenyi High Court, Mengo Chief Magistrate Court, Makindye Chief Magistrate Court, Bushenyi Chief Magistrate Court, and Bundibugyo Chief Magistrate Court.

### 7.2.1 Court case performance of mediation

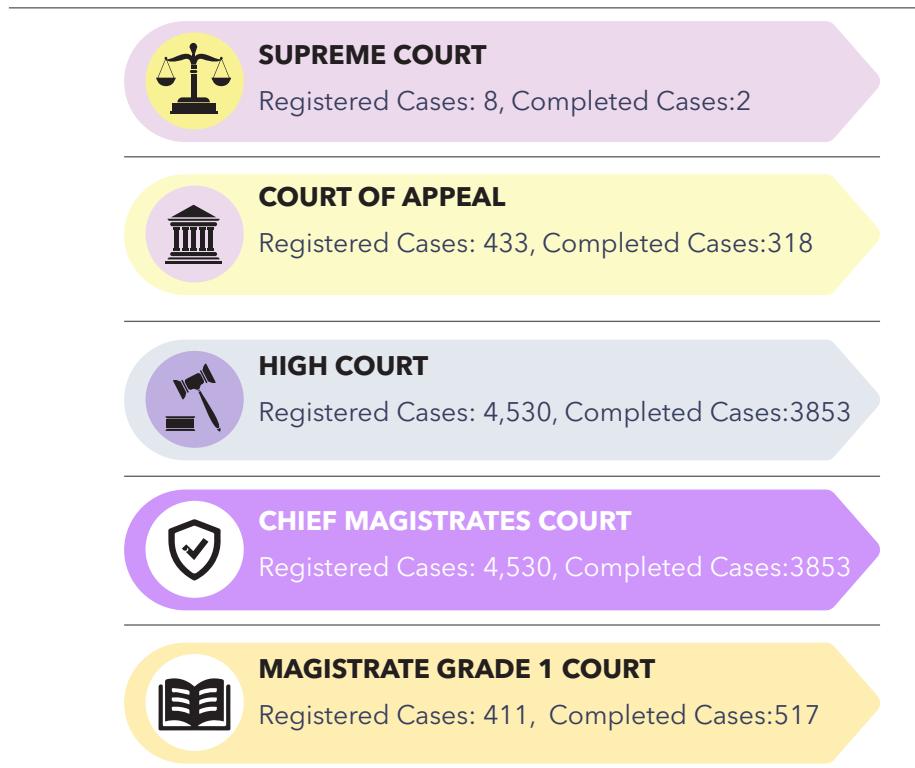
Courts mediated a total of 6,803 cases to conclusion, out of the 10,401 mediation caseload, closing the Financial Year with 3,585 pending cases. Civil mediation causes had the highest number of disposals at 2,846 cases followed by Land at 1,683 cases and Family at 1,487 cases. The detailed performance is shown in Table 24 and Figure 16 below.

**Table 24: Court performance in mediation**

Court Performance For Mediation For FY2024/25						
SNO	COURT LEVEL	Mediation Category	Brought Forward	Registered	Completed	Pending
1	Supreme Court	Civil	0	8	2	6
2	Court of Appeal/ Constitutional Court	Civil	76	433	318	191
3	High Courts (Circuits and Divisions)	Commercial	293	610	660	243
		Civil	559	1,515	1,296	778
		Family	166	1,275	1,066	375
		Land	400	1,130	831	699
4	Chief Magistrate Courts	Civil	406	1,033	1,051	387
		Commercial	21	137	127	31
		Family	137	376	379	130
		Land	452	659	556	547
5	Magistrate Grade 1 Courts	Civil	103	116	179	40
		Family	12	61	42	31
		Land	189	234	296	127
<b>Total</b>			<b>2,814</b>	<b>7,587</b>	<b>6,803</b>	<b>3,585</b>

Source: Court Case Performance Report for FY2024/25

**Figure 16: Court performance for mediation**



### **7.2.2 Mediation Settlement Week**

The Judiciary conducted mediation settlement week during which a total of 235 cases of various categories were successfully completed under the pilot programme. The Courts were able to unlock resources that had been locked up in the court system.



*The Minister of Justice and Constitutional Affairs  
Hon. Nobert Mao mediating a matter during the settlement week  
at Commercial court*

### **7.2.3 Training of mediators**

The Judiciary in partnership with the United Nations Development Programme (UNDP), successfully trained mediators in Arua, Soroti and Fort Portal. The Hon. Deputy Chief Justice, led the team from the faculty that facilitated at the trainings, and subsequently accredited 93 mediators and deployed in the various courts within the circuits.

### **7.2.4 Public awareness and sensitisation programmes on mediation**

Radio and TV awareness and sensitisation programmes funded by the Government of Uganda, with support from UNDP were conducted to create awareness about mediation.

Other engagements with stakeholders were conducted in the High Courts of Hoima, Mbarara, Bushenyi, Luwero, Masindi, Gulu, Iganga, Mbale, and Lira to create more awareness, share best practices and challenges affecting the Mediation Programme. Participants were also provided with guidelines and strategies to promote the efficiency and accessibility of ADR services.

### **7.2.5 The National ADR and AJS Summit**

The National Alternative Dispute Resolution and Alternative Justice Summit were held at Speke Resort Munyonyo. The summit attracted over 100 participants from Uganda's justice sector and regional partners. One of the key outcomes of the summit was a plan by the Judiciary to identify cases suitable for resolution through Alternative Justice Systems (AJS). This would pave the way for a nationwide campaign aimed at encouraging people with long-standing disputes to consider resolving them through AJS.

### **7.2.6 Case Settlement Fortnight**

The Judiciary in partnership with UNDP, organised a case settlement fortnight which is an initiative aimed at speeding up case resolution and promoting the use of ADR mechanisms. This effort helped resolve a number of cases that had been categorised as backlog. The participating courts included the Court of Appeal, Commercial Court, Family Division, the High Courts of Mukono and Fort Portal, as well as the Chief Magistrates Courts of Mengo, Nabweru, and Fort Portal.

*Accreditation of mediators in Arua with support from United Nations Development Programme (UNDP)*



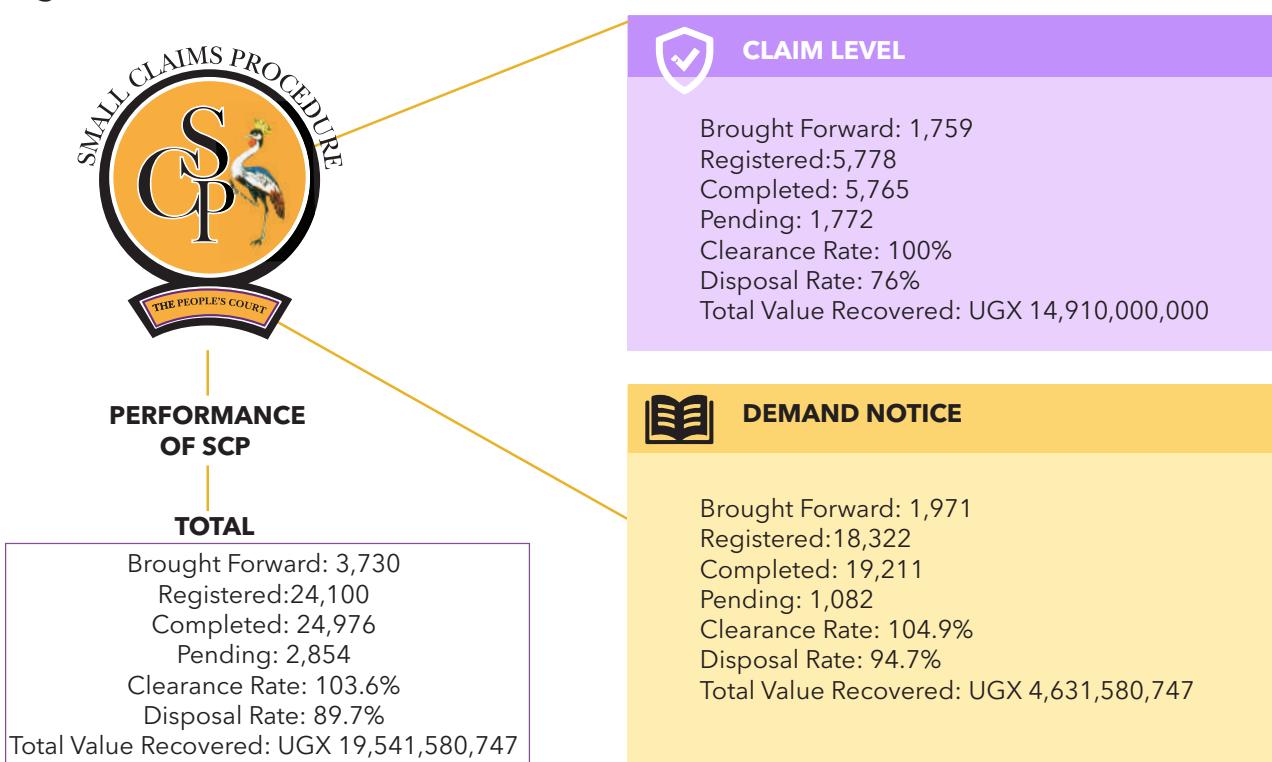
### 7.3 Small Claims Procedure

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 UGX 10,000,000. The Judiciary had rolled out SCP to 223 courts across the country. This expansion and the growing number of cases registered reflected a largely user-friendly and demand-driven initiative. Table 25 and Figure 17 below show the performance of SCP in FY2024/25.

**Table 25: Performance of Small Claims Procedure**

SCP Level	Brought Forward	Registered	Completed	Pending	Clearance Rate (%)	Disposal Rate (%)	Total Value Recovered
Demand Notice	1,971	18,322	19,211	1,082	104.9	94.7	4,631,580,747
Claim Level	1,759	5,778	5,765	1,772	100	76	14,910,000,000
<b>Total</b>	<b>3,730</b>	<b>24,100</b>	<b>24,976</b>	<b>2,854</b>	<b>103.6</b>	<b>89.7</b>	<b>19,541,580,747</b>

**Figure 17: Performance of Small Claims Procedure**

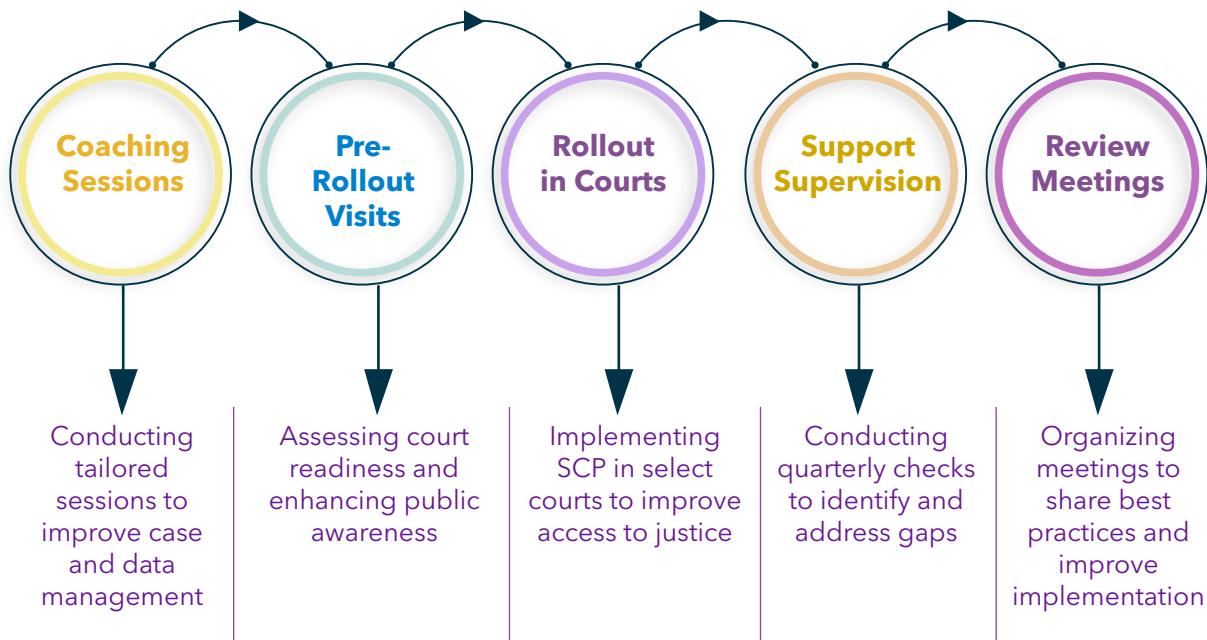


The total value of claims recovered increased from UGX 17,993,850,733 in FY 2023/24 to UGX 19,541,580,747 in FY2024/25 due to the roll out of SCP to additional Magistrates Courts.

### 7.3.1 Small Claims Procedure activities

The Judiciary conducted several SCP activities as elaborated in Figure 18 below.

**Figure 18: Flow of SCP Activities Implemented for FY2024/25**



### 7.3.2 Court-based coaching sessions

Court-based coaching sessions were held to provide guidance and skills enhancement targeting identified gaps in SCP case and data management processes from a practical perspective, in consideration of the unique challenges faced at each station. These sessions were conducted in: Rwimi, Kibiito, Busembatia, Amuria, Bubulo, Bududa, Kamuli, Namayingo and Buyende Magistrates Courts.



HW Mulondo Mastula conducting a SCP coaching session at Kibiito court.

### **7.3.3 SCP pre-rollout visit**

Pre-launch exercises were conducted to assess the court's operational readiness, evaluate the adequacy and efficiency of existing systems for managing Small Claims matters. This initiative also sought to enhance public awareness and mobilise support in anticipation of a planned launch.

The pre-rollout visits were made to the following courts: Mbale Municipal, Nakaloke, Nakapiripirit, Toroma, Napak, Omoro, Atiak, Pakere, Obongi and Amudat Magistrates Courts.

### **7.3.4 Rollout of Small Claims Procedure**

Small Claims Procedure (SCP) was rolled out to 36 Magistrates' Courts at Kiihi, Rubindi, Bwizibwera, Ruhama, Kisinga, Hima, Toroma, Amudat, Karugutu, Bufunjo, Ngoma, Kawempe, Pekere, Obongi, Bokedea, Kakira, Buikwe, Adjumani, Ngora, Bulambuli, Kyegegwa, Semuto, Moroto, Otuke, Buwama, Kazo, Lyantonde, Kaliro, Luziro, Isingiro, Pader, Rakai, Buhweju, Kanoni, Alebtong and Kibale.

The rollout ceremonies were officiated by the Resident High Court Circuit Judges, District Local Government officials, Local Council leaders, and members of the administration of justice actors within the respective districts.

### **7.3.5 SCP Support Supervision**

Quarterly support supervision exercises were conducted to identify gaps in case and data management, staffing among others. The supervision exercises focused on key areas including the condition and utilisation of case registers, the designation of staff responsible for SCP, the availability and accuracy of SCP statistics, and the functionality and usage of

the SCP Court Case Management System, among other aspects.

The support supervision visits were conducted in Chief Magistrates Courts and Magistrate Courts of Mitooma, Mbarara, Isingiro, Kiruhura, Kabale, Katerera, Rubirizi, Kagango, Buhweju, Sanga, Nyarushanje, Apac, Alebtong, Lira, Kiryandongo, Aduku, Oyam, Aboke, Otuke, Kigumba, Kibuku, Mbale, Law Development Centre, Mityana, Goma, Mukono, Kakindu, Bujuuko, Entebbe, Kajjansi, Makindye, Nsangi, Nabweru, Matugga, Kasangati, Nakawa, Buikwe, Lugazi, Nakifuma, Kiboga, Hoima, Buseruka, Kyangwali, Soroti, Ngora, Kumi, Bukwo, Kapchorwa, Bulambuli, Sironko, Arua, Arua City, Nebbi, Paidha, Pakwach, Amolatar, Alebtong, and Nakasongola

### **7.3.6 Small Claims Procedure Review Meetings**

The SCP Quarterly and Annual Performance Review Meetings were conducted to foster peer review, promote sharing of best practices and lessons in the implementation of the SCP. These engagements brought together participants from the SCP Implementation Committee, the Judiciary Administration, and SCP implementers.

The quarterly regional performance review meetings were held in the following High Court Circuits:

Fort Portal High Court Circuit, covering Bundibugyo, Kyenjojo, Bunyangabu, Kabarole, Ntoroko, and Fort Portal City; Lira High Court Circuit, covering Kole, Lira, and Lira City; and Mbale High Court Circuit, covering Sironko, Namisindwa, Bududa, Manafwa, Bulambuli, Bukwo, Kween, Kapchorwa and Mbale City.

*Closing Remarks by the Hon. Justice Musa Ssekaana who represented the Hon. The Principal Judge at the SCP Annual Performance Review meeting.*



*Hon. Justice Geoffrey Kiryabwire, Chairperson SCP Implementing Committee giving remarks on the SCP Annual Performance Review meeting.*



*Chief Registrar, awarding one of the Judicial Officers for their outstanding performance in the effective execution of the SCP*



*A group photo of the participants with Hon. Justice Musa Ssekaana who represented the Hon. The Principal Judge at the SCP Annual Performance Review meeting.*



# 8.

## **STRENGTHENING THE LEGAL AND REGULATORY FRAMEWORK**



**T**he Judiciary maintained the efforts to strengthen its legal and regulatory framework provided under Chapter 8 of the Constitution of Uganda. With the coming into force of the Administration of the Judiciary Act, 2020, it was deemed necessary to develop regulations for giving effect to the provisions of the Act.

The following regulations, rules and practice directions were developed, reviewed and disseminated as follows:

- a. The Judiciary (Inspectorate of Courts) Regulations S.I. No. 92 of 2023, were disseminated to newly appointed Magistrates Grade I
- b. The Administration of the Judiciary (Judiciary Service) Regulations, 2025, S.I. No. 26 of 2025, were gazetted and copies disseminated to staff of the Judiciary.
- c. The Law Reform and Rules Committee considered the following Rules and Practice Directions
  - i. The Judiciary (Court Fees) Rules, 2024;
  - ii. The Judiciary (Electronic Filing, Service and Virtual Proceedings) Rules, 2024;
  - iii. The Constitution (Operation of Mobile Courts) Practice Direction, 2023;
  - iv. The Constitution (Guidelines for Child Friendly Standards and Procedures) (Practice) Directions, 2022;
  - v. The Judiciary (Cases of Persons with Disability) Rules, 2024; and
  - vi. Magistrates Courts (Amendment) Bill, 2024 (Pending approval by Cabinet).
- d. The Judiciary Council approved the following draft Regulations and Practice

Directions which by the end of the Financial Year were in the Final stages of being issued:

- i. The Administration of the Judiciary (Judicial Training Institute) Regulations; and
- ii. The Constitution (creation of Court of Appeal Circuits) (Practice) Directions.

The following drafts were still under review by the Rules Committee and Law Reform Committee:

- a. The Judicature (Court Annexed Mediation) Rules;
- b. The Judicature (Cases of Persons with Disabilities Rules);
- c. The Constitution (Guidelines for Child-Friendly Standards and Procedures) (Practice) Directions;
- d. The Human Rights (Enforcement Procedure) Rules.
- e. The Judicature (High Court) (International Crimes Division) (Amendment) Rules;
- f. The Constitution (High Court) (Natural Resources, Environment and Infrastructure Division) Practice Directions; and
- g. The Constitution (Management of Exhibits) (Practice) Directions.

# 9.

## INSPECTORATE FUNCTION



Permanent Secretary/ Secretary to the Judiciary Dr Pius Bigirimana and the Chief Registrar Sarah Langa Siu inspecting Nakasongola Chief Magistrate Court



**T**he Inspectorate of Courts is charged with receiving and processing internal and external complaints against any staff of the Judiciary; investigating cases of maladministration of justice or any matter within its mandate; examining and taking custody of any judicial and administration records necessary for its investigations; and recommending remedial action as appropriate, during inspection, to correct cases of maladministration in the Judiciary among others.

## 9.1 Performance of the Inspectorate of Courts

The Inspectorate of Courts conducted routine field inspections in courts across all regions of Uganda and registered 1,288 complaints. Of these, 1,268 complaints were investigated to completion and only 20 were pending investigations at the close of the Financial Year as shown in Table 26 below:

**Table 26: Performance of the Inspectorate of Courts**

S/No	PLANNED OUTPUT	ACTUAL OUTPUT	REASON FOR VARIANCE	COMMENT
1	192 Judiciary countrywide routine field inspections conducted in all regions of Uganda in accordance with the Inspectorate Checklist.	349 Courts were inspected during the FY2024/2025.	Capacity of the Inspectorate of Courts was improved	All reports for countrywide inspected courts compiled and forwarded to responsible officers
2	Complaints investigated	1268 complaints investigated and handled 20 complaints pending investigations	1288 complaints registered	1288 complaints registered 1268 were investigated and appropriate remedies implemented. Only 20 complaints are pending.
3	12 Judiciary Disciplinary Committee meetings held	21 Meetings held in FY2024/2025	The Committee held more meetings to expedite disposal of disciplinary matters.	
4	4 Integrity Committee meetings held	7 Integrity Committee meetings held	More meetings were held to discuss matters that accrued from the previous financial year.	Committee is fully constituted
5	Development of Anti-Corruption Strategy	The Strategy is still under development		

## **9.2 Complaints handled by the Hon. The Deputy Chief Justice**

The Office of the Deputy Chief Justice received a total of sixty-five (65) complaints from advocates, litigants and other court users regarding the general administration of justice by the courts. All complaints were handled to conclusion.

## **9.3 Inspections and complaints handled by The Principal Judge**

A total of 33 Courts were inspected, 19 of which were High Courts, 9 Chief Magistrates Courts and 5 Magistrate Grade I Courts. The inspections were both regular and adhoc. The Courts inspected include: Mubende High Court Circuit, Kiboga High Court Circuit, Masaka High Court Circuit (inspected twice), Mbarara High Court Circuit (Inspected twice), Jinja High Court Circuit, Fort Portal High Court Circuit, Kasese High Court Circuit, Soroti High Court, Moroto High Court, Mbarara High Court Circuit, Patongo High Court, Kumi High Court, International Crimes Division, Rukungiri High Court (inspected twice), Gulu High Court Circuit, Tororo High Court Circuit, Hoima High Court Circuit, Mpigi High Court Circuit, Arua

High Court Circuit, Lugazi Chief Magistrates' Court, Rukungiri Chief Magistrates' Court, Kiboga Chief Magistrates' Court, Kumi Chief Magistrates' Court, Nebbi Chief Magistrates Court, Kapchorwa Chief Magistrates Court, Nakasongola Chief Magistrates Court, Kawempe Chief Magistrates Court, Kalangala Chief Magistrates Court, Busembatia Grade I Court, Busunju Grade I Court, Njeru Grade I Court, Kagadi Grade I Court and Kole/Aboke Grade I Court.

The inspections were intended to assess the staffing levels, conditions of service, workload, condition of court structures, and the records management system in the different courts. It was established that:

A significant number of court structures were still below the minimum standard in terms of space, condition and accessibility  
There were staffing gaps for both judicial and administrative staff.

The ICT infrastructure and support system especially in the upcountry courts faced so many challenges in terms of internet connectivity and availability of ICT equipment. Transport was still an area that required urgent attention for efficient and effective service delivery especially in the upcountry stations.

**Table 27: Number of complaints received by the Office of the PJ in FY2024/25**

Quarter	Number of complaints	Pending	Completion rate (%)
1	273	None	100%
2	316	None	100%
3	310	None	100%
4	304	22	92.76%

A total of 1,203 complaints were handled by the Principal Judge of which 22 were pending at the end of the Financial Year. The majority of the complaints received were related to the delayed hearing of cases, delayed delivery of judgments and rulings, allegations of bias, failure to provide records of proceedings and judgments, allegations of corruption, missing court files and overstaying of staff at court stations.

#### **9.4 Inspections and complaints handled by the Chief Registrar**

Court inspections were carried out in the High Courts of: Kasese, Fort Portal, Arua, Soroti, Masaka, Gulu, Patongo, Mukono, Rukungiri, Masindi, Wakiso; Chief Magistrates Courts of: Lugazi, Buikwe, Fort Portal, Yumbe, Kasangati, Nakasongola, Masaka, Arua, Nwoya, Gulu, Kiryandongo, Agago, Sheema, Ntungamo, Nakaseke, Masindi, and in the Magistrates Courts of: Nakisunga, Ngogwe, Kangulumira, Nakifuma, Goma, Njeru, Bujuuko, Paidha, Buvuma, Buwama, and Arua City.

The routine inspection of courts was based on broad parameters of best practices for court management such as timing of processes in the registries, state of each court's archiving system, the entries in court registries, the storage of exhibits, revenue and accountability, court reporting, monitoring of case backlog, staff team work, stakeholder engagement and feedback, ambience at the Court, mechanisms to curb corruption, management of case returns, staffing levels, equipment and assets. The following observations were noted:

- a. There is a need for alternative sources of power and water.
- b. Automation of court processes in the upcountry stations.

- c. Magistrates covering wide Magisterial Areas require transport equipment.
- d. More Judiciary-owned structures are needed to accommodate courts and other supporting infrastructure such as ICT, archives and registries.

A total of 188 complaints were received of which 162 were completed. The regular complaints related to accusations of bias of judicial officers, irregular application of the laws, overstays on remand, missing files/ court records, delayed trials, denial of bail applications, abuse of court process and irregular application of the law, corruption, unlawful executions, failure/refusal to avail certified proceedings and judgements, poor customer care and lengthy adjournments to deliver rulings and judgements.

#### **9.5 Judiciary Disciplinary Committee**

The internal Disciplinary Committee ensures that discipline is instilled among staff, in order to have a productive and professional work environment which is crucial for the realisation of the Judiciary's core objectives. It provides a fair hearing to suspected culpable staff and makes recommendations to the Judicial Service Commission, a body responsible for imposing sanctions on staff of the Judiciary Service.

The Judiciary Disciplinary Committee handled and concluded 69 cases. The committee actions included dismissals, caution, interdictions, referrals to Judicial Service Commission for appropriate action among others.



10.

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**ACCESS TO REFERENCE  
MATERIALS**



## **10.1 Equipping and retooling of libraries**

The Judiciary provided legal reference materials to libraries for judicial officers to keep abreast of reforms in the law and make them competent in dispensing justice. Legal reference materials were procured for libraries at the Court of Appeal, High Court Divisions, High Court Circuits, Chief Magistrates Courts and Magistrate Grade I Courts as follows:

- i. The Uganda Criminal Justice Bench Book. (255 books)
- ii. The Uganda Civil Justice Bench Book. (256 books)
- iii. KALR'S Criminal Practice and Legislation of Uganda. (259 books)
- iv. KALR'S Civil Practice Legislations of Uganda. (259 books)
- v. Legal reference materials for Mbale High Court Circuit, Commercial Court and Patongo High Court
- vi. Sets of Red volumes, the 7th Edition Principal Laws of Uganda, 2023 and its Index books to the 7th Edition of the principal laws of Uganda, 2023
- vii. High Court received a donation of Legal reference materials from World Bank, of 200 Sets Red volumes the 7th Edition Principal Laws of Uganda, 2023 and its Index 200 books to the 7th Edition of the Principal Laws of Uganda, 2023.
- viii. The Red volumes, the 7th Edition Principal laws of Uganda, 2023 and Index books to the 7th Edition of the Principal Laws of Uganda, 2023.
- ix. Seventy-seven (77) Legal reference materials for High Court Library Kampala.
- x. Fifteen Legal books (15) for Kabale High Court.
- xi. Nsangi Chief Magistrate Court received

Four (4) KALR'S Criminal and Civil Practice and Legislation of Uganda and Four (4) Criminal and Civil Bench Book.

- xii. Uganda Gazettes subscription was considered in quarter 4. 132 Copies were procured and the balance of 193 are to be considered in Quarter 1 of FY2025/ 2026 for High Courts Circuits, Chief Magistrate and Magistrate Grade I Courts

A total of 24 High Court Libraries in Fort Portal, Tororo, Kabale, Moroto, Bushenyi, Mbarara, Gulu, Masindi, Mbale, Kiboga, Soroti, Rukungiri, Masaka, Mubende, Mpigi, Kasese, Iganga, Luwero, Lira, Hoima, Arua, Jinja, Kitgum and Mukono were inspected.

## **10.2 Uganda Legal Information Institute (ULII)**

The Uganda Legal Information Institute (ULII), which is the Judiciary's Law Reporting and Documentation Department scanned and uploaded 7000 vital decisions and laws to enhance access to legal research and performance.

The ULII, which is a member of the African LII (Africa Legal Institutes) hosted at the JTI continued to manage law reporting on Uganda case law, legislation, gazettes, statutory instruments, ordinances, and bills in the financial year under review.

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

The Judiciary continued to subscribe to online research databases like LEXISNEXIS, ULII, and Uganda Law Reform. This enhanced the options and capacity for legal research.

# 11.

## EQUITABLE ACCESS TO JUDICIARY SERVICES



*The Chief Justice Alfonse Chigamoy Owiny - Dollo, the Deputy Chief Justice Richard Buteera and the Principal Judge Dr Flavian Zeija leading a procession in honour of former Chief Justice Benedicto Kiwanuka at the Judiciary Headquarters in Kampala*



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 facilities for vulnerable persons.

## 11.1 Physical access to Judiciary services

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

The Judiciary processed and acquired 14 land titles for Mbarara Court of Appeal, Arua Court of Appeal, Gulu Court of Appeal, Ntungamo HCT, Bushenyi HCT, Kasese HCT/ CM, Apac CM, Kitgum CM, Pallisa CM, Iganga CM, Buhweju CM, Mityana CM, Masindi CM, Amudat CM, Kanungu G1, Abim G1, Mitooma G1, Madi Okollo G1, and Buvuma G1. The process to acquire other land titles in places earmarked for construction was still ongoing.

In addition, the land that was offered for construction of courts was inspected and reports submitted. The inspected land was at:

- a. Bbaale Grade 1 Magistrate court where inspection of the 2 acres of land offered for construction of court was carried out and a report was submitted.
- b. Katine Sub-county in Soroti district where inspection of the 7 acres of land offered for the construction of a Regional Court of Appeal, Chief Magistrate Court, and Magistrate Grade 1 Court in Katine Sub-county was carried out and a report was submitted.
- c. Kaberamaido where inspection of the 4 acres of land offered for construction of a High Court circuit in Kaberamaido was carried out and a report was submitted

### b) Construction of Courts

With support from the Government of Uganda (GoU), the Judiciary was able to construct and maintain some of its buildings.

- i. Rukungiri High Court was completed and handed over.
- ii. Budaka Chief Magistrate Court was completed and handed over.
- iii. Construction of perimeter wall at Nakasongola phase one was completed.
- iv. Construction of Soroti High Court building was at 85% completion.
- v. Tororo High Court was at roofing stage with up to 50% progress.
- vi. Lyantonde Chief Magistrate Court was at finishing stage with up to 85% completion.
- vii. Alebtong Chief Magistrate Court was at finishing stage with up to 80% completion.
- viii. Karenga Magistrate Court was at finishing stage with up to 98% completion.
- ix. Adjumani Magistrate Court was at finishing stage with up to 95% completion.
- x. Construction of Mpigi High Court building, Chief Magistrate court buildings at Rakai, Amolatar, Bubulo, Katine, and Grade one court buildings at Nyarushanje, Rubuguri, Adwari and Busembatia were at mobilisation stage.
- xi. Construction of Residence for Magistrates at Moyo contractor was at plastering stage.
- xii. Construction of Residence for

Magistrates at Buhweju was at roofing stage.  
xiii. Construction of Residence for Magistrates at Bukwo was at ring beam level.

**c) Renovation and maintenance of court premises**

Renovations were undertaken in the following courts:

- i. Mbale High Court
- ii. Chief Magistrate courts at Mbale, Kitgum, Kapchorwa, Ngora Pallisa, Hoima, Kumi, Nabweru, Entebbe and Kabale
- iii. Chief Magistrate's Residence in Kiboga
- iv. Nabilatuk G1 court
- v. Apac Chief Magistrates Court renovation was at 85% completion.
- vi. Procurement for re-wiring of Kampala High court building was ongoing.

**d) Inspection of rented premises**

The inspection of rental premises to assess suitability for accommodation of courts was conducted in Kagadi, Kakumiro, Kangulumira, Buikwe, Bbaale, Wabusana, Njeru, Wobulenzi, Lukaya and Lugazi.

**e) Breastfeeding and children's play rooms**

The Judiciary established 7 child care centres at the Courts of Kasangati, Kamwenge, Masindi, Patongo, Kyegegwa, Sheema, and Civil Division. 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.

**f) Courts and offices equipped with adequate furniture**

Furniture was procured and supplied to Mbarara, Mpigi, Masaka and Kumi High Court Circuits; Civil, Anti-corruption, International Crimes and Land Divisions of the High Court, Judicial Training Institute, Nakisunga, Bwizibwera, Buseruka, Kyangwali, Kakumiro, Kyankwanzi, Mbirizi, Kyazanga, Bukomansimbi, Kazo, Kawempe, Buganda Road, Moroto, Kaliro, Aduku, Iganga, Lyantonde, Buikwe, Serere, Busembatia, Nakaloke, Bwizibwera, Kyangwali, Kazo, Kyazanga, Kyankwanzi, Mbirizi, Nyimbwa, Goma, Kanoni, Kumi, Ngora, Nabweru, Bukedea, Kajjansi, Entebbe Magistrate Courts, Policy and Planning and Human Resource Management Departments.

**g) Alternative sources of power installed at courts**

- i. Solar back up was installed at Kakira G1, Kagoma G1, Bugembe G1, Mukono CM and Kira CM.
- ii. Generators were supplied to Nabweru CM, Nakawa CM, High Court Kampala, Kabale CM and Rukungiri High Court.

**h) Signposts/signage, waiting areas and containers installed at courts**

Signposts were installed at the courts of: Kakumiro, Sheema, Kyegegwa, Bushenyi, Kasese, Bukwo, Tororo, Mbale, Kaabong, Rubanda, Wakiso, Lugazi, Kyanamukaka, Patongo, Entebbe and Kumi.



Justice Boniface Wamala, Resident Judge Soroti High Court, Permanent Secretary/Secretary to the Judiciary Dr Pius Bigirimana and the Chief Registrar Sarah Langa Siu inspecting progress of Soroti High Court construction



Ongoing construction of Tororo High Court building

## **11.2 Functional access to Judiciary services and proximity to courts**

The Judiciary strived to ensure easy accessibility to courts, through simplifying court procedures for court users; and eliminating barriers to ensuring access to Judiciary services for all especially the vulnerable and marginalised such as PWDs, children and women.

### **a) Enhancing the pecuniary jurisdiction of Magistrates**

In 2021, the Judiciary embarked on efforts to increase the Pecuniary Jurisdiction of Chief Magistrates to UGX 200 million and that of Magistrates Grade 1 to 100 million, through the proposed amendment of the Magistrates Court Act, Cap.19.

The amendment is intended to address case backlog at High Court by allowing Magistrate Courts to hear matters that would otherwise be handled by the High Court.

By the end of FY2024/25, Cabinet had approved the proposed amendments of the pecuniary jurisdiction of Magistrate Courts and was awaiting a Certificate of Financial Implication from Ministry of Finance Planning and Economic Development.

### **b) Management of bailiffs**

Three hundred fifteen (315) premises of bailiffs were inspected across the country. Additionally, the Bailiffs Licensing and Disciplinary Committee investigated 50 complaints, and processed 35 of them. Disciplinary measures included four suspensions, one refund, two cautions, and one warning. The Committee also made recommendations under Judicature (Court Bailiffs) Rules No. 53 of 2022 to the appointing authority to ensure compliance and uphold professional standards. Featuring commonly amongst the complaints filed against the bailiffs was: failure to remit money recovered to rightful owners; failure to execute after being paid by judgement creditors; unlawful executions; and using licenses of other bailiffs.

### **c) Enrolment and Licensing of Advocates**

All accredited advocates were forwarded to the Judiciary by the Law Council for enrolment. In the FY 2024/25, a total of 1,165 advocates (519 females and 646 males) were enrolled while 5,423 were licensed. The number of advocates enrolled increased from 835 in the FY2023/24 to 1,165 in the FY2024/25. Tables 28 and 29 below show the number of advocates enrolled and licensed during the Financial Year.

**Table 28: Number of Advocates enrolled during the FY 2024/25 by dates**

S/NO	QUARTER	MALE	FEMALE	SUB-TOTAL
1.	Quarter 1	194	153	347
2.	Quarter 2	154	113	267
3.	Quarter 3	104	89	193
4.	Quarter 4	194	164	358
	<b>Total</b>	<b>646</b>	<b>519</b>	<b>1,165</b>

**Table 29: Numbers of Advocates licensed per quarter during the FY 2024/25**

SN	FY 2024/25	TOTAL
1.	Quarter 1	930
2.	Quarter 2	365
3.	Quarter 3	2,081
4.	Quarter 4	2,047
	<b>TOTAL</b>	<b>5,423</b>



Acting Chief Registrar HW. Pamela Lamono Ochaya presiding over the enrollment of new Advocates



# 12.

## USE OF ICT IN THE ADMINISTRATION OF JUSTICE



**T**he use of technology is very critical in enhancing efficiency and effectiveness in the administration of justice through the automation of business processes.

The Judiciary has continued to invest in the use of ICT and digital transformation in the Courts and this has resulted into:

- a. Use of e-copies of document that has reduced paperwork;
- b. Reduction in physical meeting through online services like; e-filing, e-payment, e-service, virtual hearings;
- c. Online digital access to research materials;
- d. Enhanced digital skills through User Training on deployed systems like the ECCMIS for both internal and external users;
- e. Expansion of the Courts' digital infrastructure and connectivity including internet.

During the FY2024/25, the Judiciary undertook the following Court digital transformation activities to enhance the continuous automation of courts:

### **12.1 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. The ECCMIS supports e-filing of cases which enables lawyers, litigants, the judge and court staff to access and take respective action on a case file simultaneously and anywhere.

In the FY2024/25, the ECCMIS was rolled

out to 23 Court Stations namely: High Courts (Wakiso, Entebbe, Lugazi, Jinja), High Court Divisions (Criminal, Family, International Crimes), Chief Magistrates Courts (Entebbe, Buganda Road, Makindye, Nakawa, Standards-Utilities-Wildlife, Luwero, Jinja Nabweru, Kawempe) and Magistrates Courts of (Kira, Nateete/Rubaga, Bugembe, Kakira, Kagoma, LDC and City Hall).

ECCMIS digital kiosks were also operationalised to support litigants in e-filing at the 23 Courts. ECCMIS service desk/call centre is fully operational and accessed through toll Free 0800225587 or email: [eccmis@judiciary.go.ug](mailto:eccmis@judiciary.go.ug)

### **12.2 Digital Infrastructure and Connectivity**

The Judiciary LAN/WAN Infrastructure was extended including Internet to 12 Court stations namely: Rukungiri High Court, Lugazi High Court, Wakiso High Court, Kawempe CM, Kira CM, Budaka CM, Paidha CM, Pallisa CM, Kapchorwa CM, Mitooma CM, Butambala CM, Namayingo CM).

### **12.3 Rollout of the Video Conferencing System**

The Judiciary continued to roll-out Video Conferencing System to Court Stations with funding from GoU and Development Partners. In FY2024/25, 11 sets of Video Conferencing System were procured and installed at 4 High Court Divisions namely; 4 Sets at Commercial Court, 2 Sets at Land Division, 3 Sets at Family Division and 2 Sets at Civil Division, with support from the World Bank through the Competitiveness and

Enterprise Development Project (CEDP).

One additional set of Video Conferencing System was procured and installed at Mukono High Court through support from the United Nations Development Programme (UNDP). UNDP also sponsored a Video Conferencing Symposium with participation of Users (both internal and external) of the Video Conferencing System to share views for better performance on the system in the administration of justice in Uganda. By the end of the FY, a total of 53 sets of Video Conferencing Systems had been installed in 21 Court Stations and 19 Prison facilities.

#### **12.4 Installation of Digital Court Recording and Transcription Equipment**

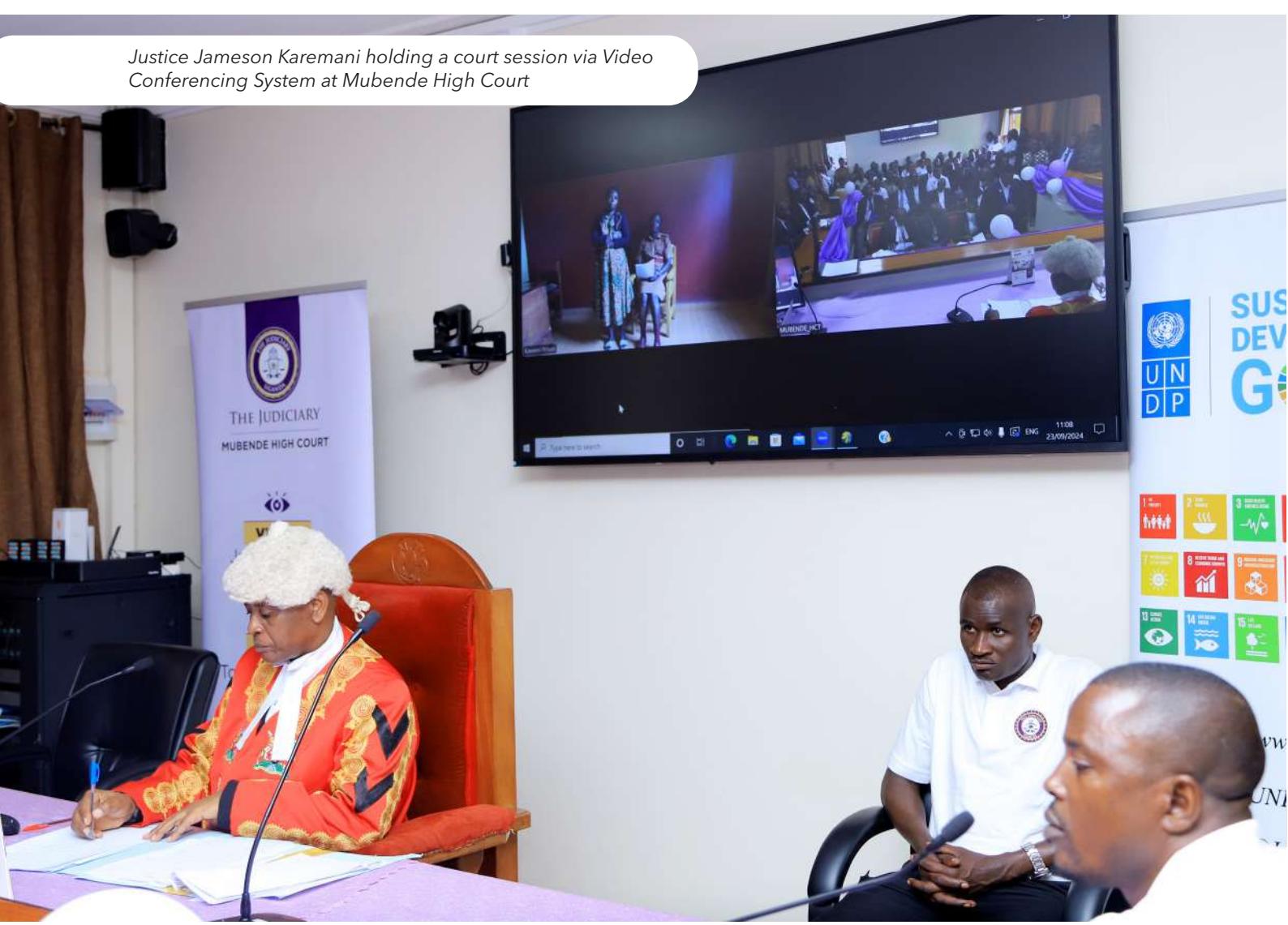
As part of the key priorities of automating the business processes, the Judiciary continued to install and maintain court recording and transcription systems. During the FY2024/25,

2 sets of court recording and transcription systems were installed at Kitgum and Mpigi High Courts bringing the total number to 93 sets installed in 44 Court Stations.

#### **12.5 Design, development and implementation of the Judgement Writing Tool**

The development of the tool was at 75% completion. The tool is intended to ease access to the different legal reference materials and authorities required for drafting judgements as well as provide a standard template for judgement writing. This is expected to improve efficiency and effectiveness in reduction of case backlog by expediting the process of writing the judgements/rulings. The tool will also make the judgements readily available to parties in a specific matter which will in turn contribute to transparency, reduction in corruption tendencies and improvement in the Judiciary image.

*Justice Jameson Karemani holding a court session via Video Conferencing System at Mubende High Court*



# 13.

## THE JUDICIARY WORKFORCE AND INSTITUTIONAL CAPACITY



*His Excellency the President of the Republic of Uganda Yoweri Kaguta Museveni with the newly appointed High Court Judges after a swearing-in ceremony at State House Entebbe in March 2025.*



## 13.1 Human Resource Capacity

Human resource capacity in Uganda's Judiciary is continually enhanced through skills development and increasing numbers, and effectiveness of judicial officers, support staff, and related professionals. Strategies undertaken in the FY 2024/25 to enhance capacity of human resource include increased recruitment, training, and the monitoring and evaluation of staff performance to improve efficiency and access to justice.

### 13.1.1 Recruitment

The Judiciary continued to recruit staff to fill the approved structure for improved productivity and performance. By the end of the FY, the Judiciary had filled 59% of the judicial officers' structure and 26% of the structure for administrative and other staff. Overall, 32% (2,242 personnel) of the approved structure of 7,060 was filled as illustrated in Table 30 below.

**Table 30: Judiciary staffing levels**

STAFF CATEGORY	APPROVED	FILLED	STAFFING (%)
Judicial Officers	1,185	702	59
Administrative staff	5,875	1,540	26
Overall	7,060	2,242	32

In the FY2024/25, the Judiciary received from the Judicial Service Commission a total of 333 staff. This recruitment included the regularisation of administrative staff, where 70 individuals who had previously been appointed on temporary local contracts were confirmed on permanent and pensionable terms. 120, staff were transferred within service, while others were appointed on promotion to positions available in the approved structure. Table 31 below shows the staff received by the Judiciary by category.

*His Excellency the President Yoweri Kaguta Museveni with the newly appointed Justices of Court of Appeal at State House Entebbe*



**Table 31: Number of staff recruited per category**

SN	TITLE	NUMBER APPOINTED
1	Deputy Chief Justice	1
2	Justice of the Supreme Court	1
3	Justice of the Court of Appeal/Constitutional	8
4	Judges of the High Court	21
5	Accountant	1
6	Assistant Accountant	24
7	Assistant Registrar	1
8	Assistant Commissioner - Procurement & Disposal	1
9	Chief Magistrates	12
10	Principal Accountant	1
11	Principal Internal Auditor	1
12	Principal Personal Secretary	1
13	Principal Magistrate I	4
14	Senior Magistrate I	2
15	Senior Principal Magistrate I	7
16	Magistrate Grade I	38
17	Senior Accountant	2
18	Senior Communications Officer	1
19	Senior Economist	1
20	Senior Information and Communications Officer	1
21	Senior Internal Auditor	1
22	Senior Records Officer	1
23	Senior Statistician	1
24	Economist	3
25	Statistician	5
26	Human Resource Officer	2
27	Internal Auditor	1
28	Librarian	5
29	Office Supervisor	9
30	Personal Secretary	6
31	Procurement Officer	1
32	Systems Administrator	26
33	Records Officer	1
34	Stenographer Secretary	15
35	Assistant Records Officer	11
36	Assistant Systems Administrator	9
37	Client Service Officer	3
<b>Total</b>		<b>333</b>

### **13.1.2 Staff Validation**

The Judicial Service Commission produced a report to guide the Judiciary in managing the transition of staff from the mainstream Public Service to the Judiciary Service. The report focused on a validation exercise of administrative and other Judiciary staff to establish the actual number of personnel, verify their qualifications, and assess their work experience to ensure alignment with job requirements.

A total of 2,055 administrative and other staff of the Judiciary had been duly validated, while 104 individuals were not validated. 98.3% of the validated staff preferred to join the Judiciary Service, while 1.7% opted to remain in the Public Service, citing reasons such as the perception that the Public Service offered better career growth and development opportunities compared to the Judiciary Service.

### **13.1.3 Training and capacity building**

The Judicial Training Institute (JTI) is

mandated under section 19 (2) and (3) of the AJA, 2020 to provide specialised and continuous education to the Judiciary Service. The Institute may also provide training to any other person or Institution approved by the Executive Director of the Institute.

During the FY2024/25, the Judiciary undertook several trainings and related activities. A total of 2,814 staff and stakeholders were trained in different areas including cyber crime, governance and rule of law, leadership skills, judgement writing, strategic thinking and research, case management, mediation, change management, pre-retirement, performance management, court recording and transcription, human capital management among others to address skills gaps, improve morale, and foster a culture of continuous learning for better performance and productivity. The details of the trainings and sensitisations are indicated in Table 32 below:



**Table 32: Trainings and related activities conducted in the FY2024/25**

Sn	Subject	Beneficiaries	Number of Participants		Training Objective
			Female	Male	
1.	Trainings for Judicial officers on new and amended Rules and Regulations held at Silver Springs Hotel, Bugolobi and at Mbale Resort Hotel, from 11 <sup>th</sup> to 12 <sup>th</sup> November 2024	Registrars, Chief Magistrates and Magistrates G1	52	38	To improve knowledge and skills of the Judicial Officers on the Amended Rules and Practice directions for improved compliance, and correct and consistent application of legislations.
2.	Trainings for Judicial Officers on Cybercrime: Emerging Trends and Evidence Management held at Mbale Resort Hotel, Mbale, from 2 <sup>nd</sup> to 3 <sup>rd</sup> September and Acholi Inn Hotel, Gulu, from 14 <sup>th</sup> to 15 <sup>th</sup> November 2024	Registrars, Chief Magistrates and Magistrates G1	39	44	To enhance Judicial Officers' understanding of cybercrime, its evolving nature, and the unique challenges it presents in collection, preservation, and admissibility of electronic evidence.
3.	Training of Judges on Good Governance and Rule of Law in the East African Community held on 26 <sup>th</sup> July 2024 at Lake Victoria Serena Golf Resort & Spa	Judges	19	10	To equip of Judicial Officers with knowledge on emerging issues and trends in the East African Community and enhance their capacity to uphold and strengthen the rule of law, promote human rights standards, and foster regional integration.
4.	Training of Judicial Officers on Rights Responsive Legal Enforcement for Key Populations and HIV held at Sheraton Hotel, Kampala from 15 <sup>th</sup> August 2024	Registrars, Chief Magistrates and Magistrates G1	14	13	To build capacity of the Judicial officers at the various levels on Rights Responsive Legal Enforcement for Key Populations and HIV

Sn	Subject	Beneficiaries	Number of Participants		Training Objective
			Female	Male	
5.	Leadership skills training for Senior Judiciary Officials and selected Judges held at Supreme Court from 18 <sup>th</sup> to 19 <sup>th</sup> November 2024	Top Management members, Judges, Registrars, and selected Chief Magistrates	58	51	To improve capacity of Senior Judiciary Officials and selected Judicial Officers in strategic management and decision making for enhanced productivity and overall performance of the Judiciary
6.	Conducted a training on strategic thinking and research skills for Research Magistrates held at Supreme Court from 16 <sup>th</sup> to 17 <sup>th</sup> December 2024	Research Magistrates	65	29	To equip Research Magistrates with the necessary knowledge and tools to conduct thorough legal research and make well-informed, evidence-based decisions.
7.	Colloquium on Finance and Banking held at Lake Victoria Serena Golf Resort and Spa, Kigo, from 25 <sup>th</sup> to 26 <sup>th</sup> November 2024	Judges	10	10	To equip the Judges with knowledge of Uganda's tax system, the new developments, its effects on the country's economic growth, best practices and discuss the role of the Judiciary in enhancing tax compliance.
8.	Training of Judicial Officers in Judgement Writing held at Silver Springs Hotel, Kampala from 28 <sup>th</sup> to 29 <sup>th</sup> November 2024	Judges	17	23	To enhance the ability of Judges to articulate and communicate legal decisions clearly, concisely, persuasively and timely.
9.	Training of Judicial officers on Case Management, including ADR and judgement writing held at Acholi Inn Hotel, Gulu from 26 <sup>th</sup> to 30 <sup>th</sup> May 2025	Judges, Registrars, Chief Magistrates and Magistrate G1	32	52	To equip participants with knowledge on case management and develop and expand the foundation for the African Judicial exchange network and to discuss and plan further cooperation

Sn	Subject	Beneficiaries	Number of Participants		Training Objective
			Female	Male	
10.	Training of Trainers for Judicial Officers held at Judicial Training Institute, held from 26 <sup>th</sup> to 30 <sup>th</sup> May 2025 at Acholi Inn Hotel, Gulu	JTI faculty	9	6	To impart trainers with knowledge, skills and techniques to effectively undertake trainings.
11.	k) Training of Judicial Officers and mediators on Mediation prior to the settlement fortnight held on 15 <sup>th</sup> June 2025	Registrars, Chief Magistrates, Magistrates G1 and mediators	32	30	To equip Judicial Officers and mediators with practical mediation skills for successful mediation settlements.
12.	Trainings of Judicial Officers, ODPP team and representatives of Advocates on Plea Bargain held virtually on 12 <sup>th</sup> May, 2025; 21 <sup>st</sup> June 2025 and 27 <sup>th</sup> June 2025	Registrars, Chief Magistrates, Magistrates G1 and Advocates	96	85	To equip the justice actors with knowledge and skills to effectively take part in plea bargain for faster resolution of cases, reducing case backlogs, and ensuring fair and just outcomes.
13.	Training on non-custodial measures held on October 10 <sup>th</sup> November, 2024 at the Sheraton Hotel, Kampala.	Chief Magistrates and Magistrates Grade I	21	25	To enhance judicial officers' ability to apply alternatives to incarceration, such as community service, bail, and reconciliation, contributing to the reduction of prison overcrowding and promoting restorative justice.
14.	Training of Judicial Officers and Administrative Officers on Planning, Budgeting and Reporting held on 8 <sup>th</sup> to 9 <sup>th</sup> May 2025 at the Supreme Court Conference Hall	Chief Registrar, Registrars, Deputy Registrars, Assistant Registrars, Under Secretary, Commissioners, Assistant Commissioners, Heads of Departments, Economists, Statisticians, and Monitoring and Evaluation Officers	39	44	To equip participants with essential knowledge and skills to effectively engage in the budgeting process, including planning, preparation of work plans, alignment with national priorities, and compliance with the public finance management requirements.

Sn	Subject	Beneficiaries	Number of Participants		Training Objective
			Female	Male	
15.	Training for Office Supervisors on mind-set change, technological trends and customer care	Office Supervisors	98		To promote awareness of best safety practices and expectations at the work place and enhance disaster preparedness at Courts.
16.	Training on defensive driving	Drivers	0	80	To equip drivers with the knowledge, skills, and attitude to anticipate and react to potential hazards on the road for overall road safety.
17.	Training on strategic management, and technology trends	Secretaries	121	3	To promote best management practices
18.	Training on safety skills	Office Supervisors	79		To promote awareness of best safety practices and expectations at the work place and enhance disaster preparedness at Courts.
19.	Training of trainers on the Judiciary Performance Enhancement Tool held on 8 <sup>th</sup> & 10 <sup>th</sup> July, 2024 at Supreme Court conference hall	Performance Enhancement Committee Members Committee, programmers, Statisticians, System Administrators and Economists	22	20	To impart participants with knowledge, skills and techniques to effectively undertake trainings on the PET.
20.	Trainings for Judicial officers on the Judiciary Performance Enhancement Tool	Judges, Registrars, Chief Magistrates, Magistrates Grade I	106	100	To enable participants to gain a comprehensive understanding of the PET, including its user interface, data input mechanisms, and reporting capabilities for improved efficiency.

Sn	Subject	Beneficiaries	Number of Participants		Training Objective
			Female	Male	
21.	Trainings for non-Judicial staff on the Judiciary Performance Enhancement Tool	Systems Administrators, Court Clerks, Process Servers, Office Supervisors, Secretaries, Transcribers, Office Typists, Clerical Officers, Office Attendants, Librarians, Data Entry Clerks, Records Officers, Assistant Accountants, drivers and bodyguards.	207	150	To enable participants to gain a comprehensive understanding of the PET, including its user interface, data input mechanisms, and reporting capabilities for improved efficiency.
22.	Refresher Training on Judiciary values and norms	Systems Administrators, Court Clerks, Records Cadre, Office Attendants, Process Servers, Clerks of Works, Transcribers, Secretaries, Data Entry Clerks, Office Supervisors, Assistant Accountants	169	148	To refresh staff and improve familiarity with Judiciary mandate, structure, and procedures and recognise best performers for improved performance of daily court operations
23.	Training on Pre-retirement	Non-judicial staff nearing retirement	37	49	To prepare staff for life after service for enhanced readiness to transition from active Service
24.	Change Management Training	Court Clerks	115	85	To equip staff with skills to adapt to organisational changes.
25.	Training on the Human Capital Management System		180	190	To train staff on the new HR Management System for improved use of the self-help portal and enhanced efficiency.

Sn	Subject	Beneficiaries	Number of Participants		Training Objective
			Female	Male	
26.	Training on Court Recording & Transcription	Secretaries	50	4	To skill Secretaries with knowledge on the utilization of the transcription equipment to improve automation of court processes and enhance efficiency.
27.	Sensitisation on the Human Resource Policy	Systems Administrators, Court Clerks, Records Cadre, Office Attendants, Process Servers, Clerks of Works, Transcribers, Secretaries, Data Entry Clerks, Office Supervisors, Assistant Accountants	223	157	To refresh and enhance performance through knowledge on HR policies for increased adherence.
28.	Plea Bargaining Pre-Camp Virtual Training held on 16 <sup>th</sup> May, 2025.	Prison Officers	42	50	<ul style="list-style-type: none"> <li>- To increase awareness among prison officers in regards to Plea bargaining</li> </ul>
29.	I) Physical trainings/sensitisations on plea bargain conducted in Nakasongola, Masaka, Lira, and Gulu ahead of pre-plea-bargain camps.	Over 3000 inmates	3000		<ul style="list-style-type: none"> <li>- To increase awareness among Prison inmates in Nakasongola, Masaka, Lira, and Gulu ahead of pre-plea-bargain camps in regards to Plea bargaining</li> </ul>

### **13.1.4 Performance Enhancement and Management**

The Judiciary continued to strengthen institutional and individual staff performance through setting performance targets in line with the Third National Development Plan, the Administration of Justice Programme and the Fifth Judiciary Strategic Plan V. It is against such targets that performance is monitored, evaluated, reported/feedback provided and performance improvement plans arrived at and implemented.

### **13.1.5 The Judiciary Performance Enhancement Tool**

The Judiciary Performance Management and Awards Committee was established by the Administration of the Judiciary (Establishment of Committees) Regulations, 2023, building on the work of the earlier Performance Enhancement Committee of 2016, to oversee the implementation of the Performance Enhancement Tool (PET).

PET is a digital 360-degree appraisal system

designed to monitor performance of staff of the Judiciary, identify service delivery gaps, and improve accountability through performance metrics, data analysis, and reporting. The PET provides for the Weighted Caseload Scheme that measures workload based on time requirements and case complexity. The Tool also provides a platform for the appraisal of behavioural competences of staff of the Judiciary by direct service recipients', that is the Public, Private Advocates, Government Lawyers among others.

By the end of the Financial Year, onsite trainings in preparation for piloting of the tool were undertaken in 12 sites including: the Anti-Corruption Division, Commercial Division, Civil Division, Criminal Division, Family Division, International Crimes Division, Land Division, Mengo Chief Magistrates' Court, Buganda Road Chief Magistrates' Court, Makindye Chief Magistrates' Court, Standards, Wildlife and Utilities and Registry of Magistrates Affairs and Data Management. A total of 390 staff, including 91 Judicial Officers and 299 administrative staff, had been trained in its use.

### **The interface of the Performance Enhancement Tool Public Survey tool**



## **The Judiciary Court User Satisfaction (Public) Survey Questionnaire**

Help improve our judicial system by providing your feedback on the performance of judicial officers. Your assessment will contribute to enhancing the quality of service delivery in our courts.

[Start Assessment →](#)



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In the FY2024/25, performance assessment of all staff was undertaken through a manual process which involved setting annual individual targets, appraisal engagements, evaluation and reporting performance. However, the Judiciary continued its efforts to automate the Performance Management System.

### **13.1.6 Performance Review Meetings**

The Judiciary held review meetings for different staff categories to discuss the performance, identify strength and share experiences for peer growth, challenges/ areas for improvement and strategies to overcome them. The following review meetings were held in FY2024/25-

#### **i) A retreat for Justices of Supreme Court and Court of Appeal**

The Retreat provided an opportunity to the justices to reflect and share insights on key challenges faced in administration of justice in appellate courts. This in turn fostered team cohesion, communication, and trust leading to higher motivation, better collaboration and creating a positive work environment.

#### **ii) Meetings of Heads of Divisions and Circuits**

The Heads of Divisions and Circuits held quarterly meetings where they reviewed performance of their courts and divisions, shared insights on experiences and best practices for improvement of performance. The key resolutions and best practices from these engagements were as follows-

- a) Sensitisation and implementation of robust ADR Systems resulting in the disposal of 3,853 cases of a Civil Nature through Mediation and 2,251 Criminal cases through the Plea-Bargaining programme.

b) Strengthening reporting of pending judgements and rulings per judicial officer, which considerably contributed to the reduction in the percentage of case backlog from 26.32 % by the close of FY2023/24 to 24.20% by the close of FY2024/25.

c) Updating CCAS and ECCMIS on a daily basis and performing regular system audits to ensure accurate statistics. As a result, there was improved data integrity in the ECCMIS and CCAS.

d) Strengthening records management to curb loss of court records and fraudulent leakage of information. This resulted into quarterly reorganisation of Court Registries and Archives at the High Court.

e) Streamlining the management of criminal sessions by jointly cause-listing with major stakeholders in the justice system. This eased the identification of cases that are ready for adjudication.

f) Deliver decisions of court within 60 days from the date of hearing and closure of submissions. This contributed to the completion of 60,359 cases at High Court in FY2024/25 as compared to 41,597 cases completed in FY2023/24.

#### **iii) Meetings with Registrars and Magistrates**

The Chief Registrar held a total of six (6) meetings with Registrars and Magistrates and the key resolutions include: strengthening records management through engagement with the National Archives Centre, submission of backlog application lists with interventions, assessing operations of Magistrates' courts and prioritising criminal sessions.

### **13.1.7 Induction of newly appointed staff**

Induction of newly recruited staff of the Judiciary aimed to equip them with the necessary knowledge, skills, and values to effectively administer justice. A total of 384 staff including 74 Judicial officers (32 females and 42 Males), and 310 (167 males and 143 females) non-judicial staff were inducted. Those inducted include Judges of the High Court, Chief Magistrates, Magistrates Grade I, Systems Administrators, Court Clerks, Records Cadre, Office Attendants, Process Servers, Drivers, Clerks of Works, Transcribers, Secretaries, Data Entry Clerks, Office Supervisors, Assistant Accountants, Architect, Research Officers and Office Supervisors.

The inductions covered topics including context of the Judiciary Service, (its structure, functions, and the roles); legal and regulatory frameworks; professional development; performance management; customer care and public relations and terms and conditions of service.

### **13.1.8 Conferences**

#### **i) The Annual Judges Conference 2025**

The Annual Judges' Conference is held to discuss the Courts' performance in the preceding year, and draw a roadmap for the current year's activities. In addition, topical issues are discussed and addressed in the conference, facilitated by keynote speakers and other stakeholders.

The speaker of Parliament, Ms Anita Among (Middle), the Chief Justice Alfonse Chigamoy Owiny - Dollo, the Deputy Chief Justice Richard Buteera, Principal Judge Dr Flavian Zeija and Justice Mike Chibita at the official opening of the Annual Judges' Conference at Mestil Hotel, Kampala



The 26th Annual Judges Conference was held from 3rd to 6th February 2025 at Mestil Hotel & Residences, Kampala under the theme "Positioning Uganda's Judiciary to Contribute to Social Economic Development." The conference was attended by 245 (123 Female and 122 Male) guests, including Judges and Justices, Heads of institutions in the justice system, Development Partners, Registrars and Heads of Departments.

During the Conference, the Hon. Chief Justice emphasised the need for judicial accountability, delivering justice expeditiously; and supporting and promoting Alternative Dispute Resolution (ADR). He also stressed the need for reforms to reflect the national development needs, identify and address challenges limiting effective service delivery. Table 33 presents the resolutions from the Conference:

**Table 33: RESOLUTIONS AND RECOMMENDATIONS FROM THE 26TH ANNUAL JUDGES CONFERENCE - 2025**

Resolutions/Recommendations	When	Action Persons
<b>Performance of courts</b>		
<b>Resolutions</b>		
❖ The position of the court administrator should be recognized under the Judiciary's appellate administrative structures supported with adequate resources	2024/2025	Judiciary Administration
❖ The Reward and Sanction guidelines should include recognition for appellate court administrators. The reward should extend to and include heads of High Court Divisions and circuits.	2024/2025	Judiciary administration Performance management committee
❖ Judges should coordinate with the administration of children remand homes to have court sittings in their premises to enhance juvenile justice given that these premises are now gazetted as seats of the court.	Continuous	Judiciary Administration Registrars
❖ The Judiciary should review the role of assessors in criminal trials	2024/2025	Judiciary Law Reform Committee
<b>Recommendations</b>		
❖ Court buildings should be constructed with future expansion of human resources in mind	Continuous	Judiciary Administration
❖ The jurisdiction of magistrate courts should be increased in light of inflationary considerations, with the possibility of the granting, by instrument, administrative	2024/2025	Judiciary Administration

powers under the MCA to review or amend the jurisdiction		Judiciary Law Reform Committee
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### Case and Performance Management in the Uganda Judiciary: Lessons from the Benchmarking trip to the Judiciary of Tanzania

<b>Resolution</b>		
❖ The heads of stations should supervise registry staff to ensure proper records management on ECCMIS	Continuous	Heads of Stations
<b>Recommendations</b>		
❖ Judiciary administration should implement automatic transcription and translation software services to facilitate easy access to court records.	2025/2026	Judiciary Administration
❖ Every Annual Judges Conference should have a session to update judges on behind-the-scenes developments in the Judiciary	2025/2026	Judicial Training Institute

### Mobilisation and Efficient Allocation of Resources: The Contribution of Judiciary as a catalyst for Social Economic Development

<b>Resolutions</b>		
❖ Judges should participate in consultations during the development of Strategic Plan	Continuous	All Judges
❖ The ECCMIS should be reviewed to make it less process heavy and ensure ease of use. Judges should make proposals for revisions and changes to the technical team for consideration	2024/2025	All Judges
<b>Recommendations</b>		
❖ The Judiciary administration should expedite the review of court fees while ensuring a fair balance between fees collection and access to the courts for litigants	2024/2025	Judiciary Administration

### Unpacking innovations for effective ADR Mechanisms

<b>Resolutions</b>		
❖ Judiciary should engage stakeholders such as the community, ODPP and the police in plea-bargain and mediation processes.	Continuous	All Judicial officers

❖ Judiciary should promote mediation by scheduling ADR Settlement week on a quarterly basis.	Continuous	All Judicial officers
❖ Judiciary should promote pre-mediation meetings as a good practice	Continuous	All Judicial officers

#### ***Recommendation***

❖ Judiciary administration should collaborate with other stakeholders to provide continuous training on mediation process to stakeholders, e.g. judges, registrars, advocates, community/religious leaders.	Continuous	Judicial Training Institute
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### **Environment, Health and Safety in a Work Place: Physical exercises for a healthier and happier life.**

#### ***Recommendation***

❖ Administrators of the health facilities at the Judiciary Headquarters should tailor healthy living programs for both individuals and groups.	Continuous	Health facilities administrators
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### **Perspectives on Uganda Judiciary's Role in Social and Economic Development**

#### ***Recommendations***

❖ Judiciary should operationalize the Alternative Justice Strategy.	2024/2025	Judiciary administration
❖ Judiciary should expedite the operationalization of mobile courts as strategy to address case backlog.	2024/2025	Judiciary administration

### **Mental Health Care for Judicial Officers**

#### ***Recommendations***

❖ Judicial officers should make use of the mental health services provided in case of mental health challenges	Continuous	Judiciary administration Heads of Stations
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## **ii) Annual Registrars and Magistrates Conference**

The Annual Registrars and Magistrates Conference was held at Hotel Africana from 18th to 19th December 2024, drawing attendance of 582 (306 Female and 276 Male) participants including Registrars, Chief Magistrates and Magistrates Grade I.

The Chief Justice called upon all participants to contribute to the Judiciary Transformation Agenda which is mainly faceted on fighting delays and case backlog; and ensuring quick and accessible justice for all.

### **iii) Southern and Eastern Africa Chief Justices Forum and Annual General Meeting**

The Southern and Eastern Africa Chief Justices Forum and Annual General Meeting was hosted in Uganda by the Judiciary under the theme "Enhanced Access: Underscoring Reforms in African Judiciaries.". It was held at Speke Resort Munyonyo from 30th September to 5th October 2024 with 202 (133 Male and 69 Female) participants.

The Forum was established to provide a formal platform through which the Chief Justices are able to collectively reflect on critical issues on justice delivery in their respective jurisdictions, and adopt action plans to address those issues in a systematic and sustainable manner. These efforts are geared towards strengthening justice delivery in the sub-region, upholding the rule of law, democracy and independence of the Courts and promoting co-operation among the State Courts in the regions of its operation.

The Conference gave an opportunity for the Chief Justices and Court Administrators from the Southern and Eastern Africa to deliberate on plausible reforms in the justice service delivery across the sub-continent. It was guided by the theme: A number of cross cutting issues were discussed including the need for automation of court processes, guarding the independence of Judiciaries, establishment of specialised courts and reforming the process of selecting judicial officers, among others.

The Secretary to the Judiciary of Uganda was elected as the new Chairperson of the Southern and Eastern Africa Judicial Administrators Association (SEAJAA), a body that facilitates co-operation among Judiciary Administrators from the Southern and

Eastern Africa.

### **iv) ADR Summit**

The Alternative Dispute Resolution Summit was held at Speke Resort Munyonyo on 12th - 13th June 2025, attended by 106 (81 males and 25 female) participants including traditional and religious leaders. The summit discussed measures to strengthen the use of ADR as a mechanism to quicken case disposal.

### **v) Africa Continent Commercial Courts Summit**

The first Africa Continent Commercial Courts Summit was held in Uganda at Speke Resort Munyonyo on 23rd - 24th May 2025. It was attended by 318 participants (195 male and 123 female). The summit focussed on fostering effective commercial dispute resolution and economic development across the continent.

## **13.2 Human Resource Management**

### **13.2.1 Contract renewal**

A comprehensive exercise to review and assess applications for the renewal of staff on Temporary Local Contracts was conducted. A total of 299 applications were reviewed, and 297 contract appointments were renewed, comprising 187 males and 110 females. The respective staff have since assumed duty. The process also involved routine revalidation of contract appointments to enhance accountability, performance, and alignment with institutional needs.

Overall, the activity significantly contributed to maintaining a motivated and performance-oriented workforce under the temporary local contract arrangement.

### **13.2.2 Development and implementation of the Judiciary Policies**

The Judiciary undertook the development, review, and dissemination of several key institutional policies aimed at strengthening governance, promoting equity, and enhancing service delivery. The following policies and Manuals were reviewed and developed-

- i. The Gender and Equity Policy.
- ii. The Rewards Framework.
- iii. The Client Charter for the Judiciary Service.
- iv. The Schemes of Service for the Judiciary Service.
- v. The Human Resource Procedures Manual.
- vi. The HIV/AIDS Workplace Policy.
- vii. The Anti-Sexual Harassment Policy.
- viii. The Judiciary ICT Policy.

### **13.2.3 Staff wellness**

To promote staff wellness and improve overall productivity, the Judiciary implemented the following initiatives-

- i. Provision of psycho-social and physical support. A professional counsellor was engaged, providing counselling services to 163 staff members.
- ii. Undertook and facilitated health wellness activities including aerobics, gym sessions, health camps, provision of health insurance cover and HIV/AIDS awareness campaigns. The campaigns were held in multiple High Court Circuits, including Hoima, Kiboga, Judicial Training Institute, Rukungiri, Kabale and Arua High Court Circuits. These initiatives have increased staff awareness of the existence of the policy and strengthened compliance with its

- principles and standards.
- iii. Provision of support to staff living with HIV/AIDS. The Judiciary continued to provide quarterly support to staff living with HIV/AIDS as part of its commitment to staff welfare and workplace wellness. A total of 154 staff members (105 males and 49 females) who declared their status benefitted from this initiative.

### **13.3 Records management in the Judiciary**

The Judiciary is undertaking a gradual process to transition from manual systems to automation of business processes including records management through digitalisation of court files. This is intended to improve security, accuracy, save time and cost involved in the manual systems. However, the manual systems are still largely utilised due to various challenges which calls for regular re-organisation of the records in registries and archives.

Reorganisation was undertaken by processing all documents to separate files under continuous use and those for archiving; boxing in acid-free archive boxes; fabricating, and fitting metallic shelves for storing documents. The Registries and archives in the Judiciary were reorganised as follows:

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

The High Court Central archives and High Court Circuits of Mbarara, Soroti, Mbale, Lira, Moroto, Bushenyi, Fort Portal, Jinja, and Mukono were reorganised and staff were trained on storage and retrieval of files and archives.

### MBARARA HIGH COURT

Before

After



### LIRA HIGH COURT

Before

After



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

A total of 31 courts had their archives re-organized in the financial year 2024/2025. The re-organisation was conducted in 18 Chief Magistrates Courts, nine Grade I Courts and a total of 480 acid free boxes were provided to other 4 Chief Magistrates courts in the same financial year. The Courts included; Bubulo CM, Jinja CM, Tororo CM, Katakwi

CM, Budaka CM, Kasangati CM, Nabweru CM, Kayunga CM, Lugazi CM, Kabale CM, Rukungiri CM, Wakiso CM, Kiruhura CM, Ibanda CM, Sheema CM, Koboko CM, Yumbe CM, Moyo CM, Buyende GI, 40 acid free boxes to Mukono CM, 300 acid free boxes to Mubende CM, 100 to Nebbi CM, 40 to Kamuli CM, Wobulenzi GI, Lukaya GI, Kalisizo GI and Kyotera GI, Paidha GI, Amolatar GI, Serere GI and Amuria GI.

### **WOBULENZI MAGISTRATE GRADE I COURT**

**Before**



**After**



## **TORORO CHIEF MAGISTRATE COURT**

## Before

## After



## KALISIZO MAGISTRATE GRADE I COURT

## Before

## After



## 13.4 A safe and conducive work environment

A holistic approach to a safe and conducive work environment was applied combining hazard-free physical spaces, robust safety protocols, availability of tools of work, respectful and inclusive practices.

### 13.2.1 Security and safety at the workplace

The following security and safety measures were undertaken-

- i. Deployed security personnel at all courts and designated residences.
- ii. Trained and equipped office supervisors at Mbarara and Jinja High Courts with safety skills.
- iii. Procured 3 walk through scanning machines.
- iv. Conducted countrywide security assessment for Courts.
- v. Provided of cleaning services and maintenance of all Judiciary premises.



### **13.2.2 Transport equipment**

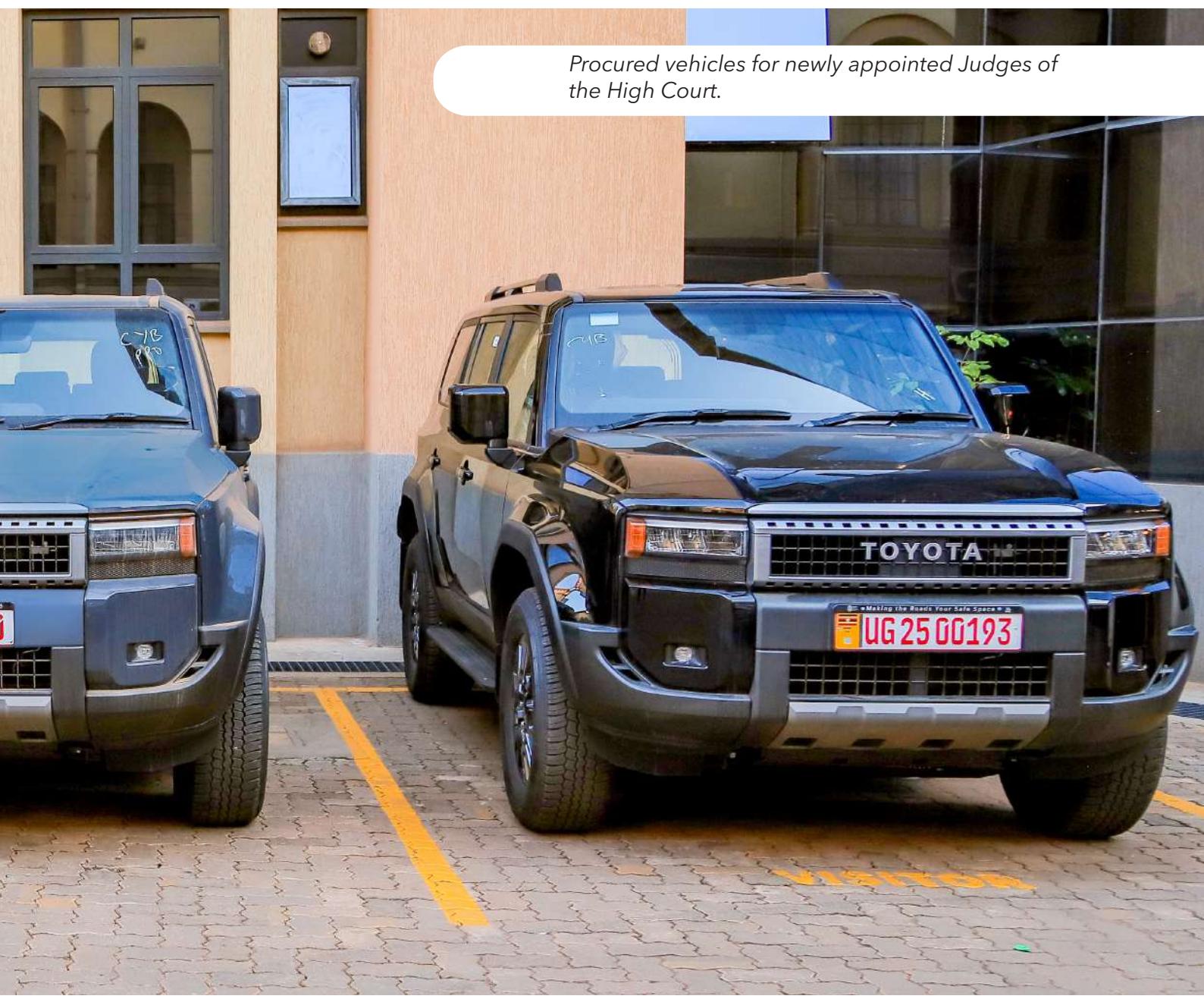
The Judiciary acquired 59 vehicles (35 Station Wagons, 22 double cabin pickups, and 2 vans) and 50 motorcycles. The vehicles were procured for Justices, Judges, Registrars and Magistrates to help in adjudication, inspection, monitoring and locus visits while the motorcycles were procured for process service. The Judiciary also procured a boat to ease access to courts in Buvuma Island.

The Judiciary maintained a total fleet of 429 vehicles and 240 motorcycles which were used as transport means during execution of duties including locus visits, inspection, monitoring, deployment and process service. This facilitated movement of staff, reduced the risks associated with public transport, and enhanced compliance with regulations.

### **13.2.3 Provision of uniforms and professional attire**

For visibility, uniformity and professional presentation, the Judiciary provided professional attire to Justices, Judges, Registrars and Chief Magistrates and, Staff Uniforms to non-judicial officers. The attire was provided to the Deputy Chief Justice (1), 3 Supreme Court Justices (3), Court of Appeal Justices (11), High Court Judges (27), Registrars (18) and Chief Magistrates (97).

*Procured vehicles for newly appointed Judges of the High Court.*



14.

**COORDINATION,  
PARTNERSHIPS AND  
ACCOUNTABILITY**

**SOUTHERN AFRICAN  
CHIEF JUSTICES**

 30<sup>TH</sup> SEPT - 5<sup>TH</sup> OCT

Theme: Enhanced Access to Justice



His Excellency the President Yoweri Kaguta Museveni, in a group photo with Chief Justices from East and South Africa during the Southern And Eastern Africa Chief Justices' Forum at the Commonwealth Speke Resort Munyonyo on October 1st, 2024

# SOUTHERN AND EASTERN AFRICA CHIEF JUSTICES' FORUM - 2024

October 1st, 2024

📍 KAMPALA - UGANDA

Justice: Underscoring Reforms in African Judiciaries



In a deliberate effort to increase efficiency, effectiveness, accountability and adherence to standards for quality and coherence, the Judiciary through its administrative offices and units undertakes coordination of partners and stakeholders. Effective coordination requires inclusiveness, sufficient capacity especially funding, as well as information sharing. The Judiciary undertook the following initiatives to ensure effective coordination, partnerships and accountability:

## **14.1 Stakeholder Engagements**

The Judiciary engaged both its external and internal stakeholders at different levels to obtain their valuable insights, manage risks, and improve decision-making. The key stakeholder engagements included the following -

### **14.1.1 The Judiciary Council Sittings**

The Judiciary Council was established comprising members from within the Uganda Justice system and other stakeholders; to serve as an advisory body to the Judiciary whose functions are to advise the Chief Justice on:

- i. Policies for planning and development of the Judiciary;
- ii. Ethics and integrity within the Judiciary;
- iii. Ways and means of securing adequate funding for the Judiciary;
- iv. Matters relating to personnel or staff development and welfare;
- v. Improvement of the administration of justice;
- vi. Policies for the continuous monitoring and evaluation of the Judiciary; and
- vii. Any other matter relating to the administration or operation of the Judiciary.

The Judiciary Council conducted its business through quarterly meetings. Where occasion warrants the Council may conduct fact finding missions and inspection visits.

The Judiciary Council successfully held

4 meetings from which the following Administrative Policies and Regulations to further operationalise the AJA, 2020 were approved -

- i. The Administration of the Judiciary (Judiciary Service) Regulations, 2024.
- ii. The Administration of the Judiciary (Judicial Training Institute) Regulations, 2025.
- iii. The Constitution (Creation of Court of Appeal Circuits) (Practice) Directions, 2025.

### **14.1.2 Engagements of the Judiciary Top Management**

The Judiciary Top Leadership is responsible for strategic decision-making, and fostering collaboration for successful attainment of the Judiciary goals. Such decisions are reached during the Top Management Meetings which provide a platform for discussion of strategic issues, review of performance, ensuring cohesion among departments and providing the overall direction of the Judiciary for effective administration of Justice.

The Judiciary Top Management through their regular engagements undertook the following -

- i. Approved the operationalisation of new High Court Circuits at Lugazi, Entebbe, Patongo, Kumi and Wakiso and discussed opportunities of creating more High Court circuits at Rakai, Ibanda, Bugiri, Ntungamo and Apac.
- ii. Discussed the following draft documents:

- The Judiciary Anti-Corruption Strategy 2025/26 - 2029/30.
- The Constitution (Creation of Court of Appeal Circuits) (Practice) Directions, 2025.
- iii. Reviewed the Judiciary performance for FY2023/24 and discussed the priorities for FY2024/25.
- iv. Made consideration for improving human resource by planning for induction and retooling of the Judiciary.
- v. Addressed the concerns raised by the advocates in the boycott of court services in Masaka High Court Circuit and laid down strategies for improving service delivery and future collaborations between the Bar and the Bench.
- vi. Discussed strategies for improving court environment and automation of courts.

#### **14.1.3 Senior Management Committee Meetings**

The Permanent Secretary/ Secretary to the

Judiciary chaired 48 meetings of the Senior Management Committee that comprises the Chief Registrar, Registrars of Registries and Heads of Departments. The Committee discussed among others, manuals and strategies which it recommended to top management.

#### **14.1.4 The New Law Year 2024**

The New Law Year is an annual event attended by the Bar, the Bench and other key stakeholders in administration of justice. This day signifies the start of the law calendar for the year. The New Law Year was opened on 7th February 2025 by the Prime Minister Rt. Hon. Robinah Nabbanja who represented H.E the President of the Republic of Uganda.



The Chief Justice presented the performance of the Judiciary over the previous years and enlisted the strategies to improve service delivery in the present year. He looked forward to an expanded Judiciary with reachable court services, and a bigger and well-equipped human resource, well tooled to deliver efficiently.

He called for enhancement of case management interventions geared towards improving performance and reducing case backlog across the courts. He called for enhanced use of ADR, automation of court processes and services and deliberate case backlog reduction sessions.

#### **14.1.5 8th Benedicto Kiwanuka Memorial Lecture**

The Judiciary held the 8th Benedicto Kiwanuka Memorial Lecture on 2nd September, 2025 under the theme "Benedicto Kiwanuka: Promoting a People Centred Approach to Justice."

The Hon. Chief Justice urged the participants to emulate CJ Benedicto Kiwanuka, by upholding the constitution and undertaking their constitutional obligations to put the people's interests at the centre of service delivery. The meetings resolved the following-

- i. Recruitment of Appeal Justices and 10 High Court Judges to address gaps in judicial staffing;
- ii. Decentralisation of Court of Appeal; and
- iii. Construction of a residential Judicial Training Institute.

The advocacy resulted in commencement of construction of a residential Judicial Training Institute in Nakasongola.

#### **14.1.6 Bar-Bench Committee meetings**

The Bar Bench Committees serve as platforms for addressing issues, sharing feedback, promoting collaboration among justice stakeholders and developing strategies to

improve service delivery within the Judiciary.

The Committee engagements were held to discuss pertinent issues affecting the administration of justice in Uganda like case backlog and bar-bench relations as well as to explore solutions to issues raised.

The engagements chaired by Hon. Justice Dr. Flavian Zeija were held at the Judiciary Headquarters and attracted participants from the legal fraternity, headed by the learned Attorney General and judicial officers including Heads of Divisions.

#### **14.1.7 Participation in national functions and annual celebrations**

The Judiciary through the Chief Justice engaged in national celebrations and functions events to enhance collaboration between the Judiciary and the other Arms of Government.

The key functions and celebrations participated in included the National Independence Day celebrations, the Liberation Day Celebrations, the commemoration of Archbishop Janan Luwum, the International Women's Day celebrations, the World Labour Day Celebrations, the National Budget Day and the State of the Nation Address, among others

#### **14.1.8 Regional and District Coordination Committee Meetings**

The High Court Circuits conducted Regional Coordination Committee (RCC) meetings and Magistrates courts conducted District Coordination Committee (DCC) meetings on a quarterly basis to enhance cooperation and collaboration among stakeholders within the justice system and facilitate the sharing of information, the development of joint strategies, and the coordination of activities to address common goals and challenges in administration of justice. Tables 34 and 35 present the challenges and resolutions of DCC and RCC meetings.



Members of the Judiciary Council at their meeting on 13th March 2025

**Table 34: Challenges and resolutions arising from RCC meetings**

SN	Challenges	Recommendation/Resolutions
1	Delayed submissions of certified records from lower courts for civil matters and committal proceedings for criminal matters which affects appeals in civil matters and Plea Bargain sessions.	Increase support supervision and sensitise staff on service delivery standards
2	Interference by some government institutions frustrate execution against central and local government.	Improve collaboration among government institutions and establish a clear inter-agency conflict resolution mechanism.
3	Inadequate State Attorneys against the number of judicial officers.	Engagement with OPDD to plan for alignment of recruitment and deployment of State Attorneys with that of judicial officers.
4	Limited health and education services in remand homes.	Multi agency collaboration of Probation Officers.
5	Delayed committals of accused persons and overstaying on remand after committal leading to increased case backlog and congestion in prisons and remand homes.	Embrace Alternative Dispute Resolution and Plea Bargain.

**Table 35: Challenges and resolutions arising from DCC meetings**

SN	Challenges	Recommendation/Resolutions
1	Failure of witnesses including some police officers to appear in court resulting in delays, adjournments, and in some cases, the release of suspects due to lack of evidence. This practice not only frustrates victims seeking justice but also erodes public confidence in the judicial process and contributes to the growing case backlog.	Take disciplinary action against public officers who fail to fulfil their obligations in court, sensitize communities on their roles and responsibilities in the justice system and strengthened coordination between the Police, the Directorate of Public Prosecutions, and the Judiciary to enhance accountability and reduce delays caused by absentee witnesses.
2	Increased congestion in prisons and remand homes undermining the welfare and rights of inmates hence affecting the overall efficiency of the criminal justice system.	Embrace Alternative Dispute Resolution (ADR) mechanisms, including Plea-Bargain, Small Claims Procedure and Mediation.
3	The limited number of State Attorneys in the courts causing delays in case handling, frequent adjournments, and prolonged pre-trial detentions. This situation contributes to the backlog of cases, undermines timely access to justice for victims and accused persons, and places undue pressure on the few available State Attorneys, thereby affecting the quality of prosecution.	The Office of the Director of Public Prosecutions (ODPP) should prioritise recruitment and deployment of additional State Attorneys to meet the growing demand for prosecution services.
4	Insufficient funding for the transportation of juveniles to remand homes causing delays in transferring juvenile offenders to appropriate facilities.	Provide adequate funding to transportation of juveniles to ensure the timely and safe movement of juvenile offenders to remand homes.
5	Increased encroachment on wetlands and compromise of enforcement measures by local leaders hence undermining conservation efforts.	Fast track environmental cases involving encroachers and their accomplices.
6	Vandalism of government property resulting in financial loss to government, disrupts essential public services and endangers community safety.	Improve collaboration among relevant authorities to strengthen surveillance and enforcement mechanisms to curb acts of vandalism.
7	Drug abuse and the smuggling of fuel from neighbouring countries, particularly the Democratic Republic of Congo and Sudan, remain pressing challenges with far-reaching social and economic implications. These activities pose health and security risks and deprive government of critical revenue through tax evasion hence weakening national development efforts.	i. Comprehensive sensitisation campaigns be undertaken to raise awareness on the dangers of drug and alcohol abuse, particularly targeting the youth and vulnerable groups. ii. Strengthen border surveillance to curb fuel smuggling,

#### **14.1.9 Engagement with Development Partners and Justice delivery stakeholders**

The Judiciary engaged with Development Partners and stakeholders through dialogues, and meetings with members of the Top Management, Senior Management and the relevant Committees.

The key engagements for the FY2024/25 included the following-

- i. Stakeholder dialogue on Sexual Gender Based Violence: The Judiciary in collaboration with IDLO held a stakeholders' dialogue at Mbarara High Court Circuit where stakeholders shared practical experiences, challenges and suggested possible measures to improve the handling of SGBV cases within the Circuit. The key recommendations from the dialogue included:
  - a. Increased funding for criminal SGBV sessions.
  - b. Adoption of video conferencing by courts in hearing SGBV cases.
  - c. Sensitisation of the public and victims on their rights.
- ii. Meetings of the Chief Justice with development partners and/stakeholders: The Chief Justice had a meeting with the delegation from a number of Judiciaries, including Korea, Kenya, Tanzania, Namibia, Botswana, Zambia and others who came for benchmarking.
- iii. Meetings of the Permanent Secretary/Secretary to the Judiciary with Development Partners: The Permanent Secretary/Secretary to the Judiciary held a series of meetings with development partners including UNDP, IDLO, UNODC, UN Women and UNFPA. During these meetings, the Judiciary mobilised resources and agreed with development partners on funding and implementation modalities for efficient and effective implementation of activities.



*The Deputy Chief Justice, Justice Richard Buteera, held a meeting with Representatives of the International Criminal Court (ICC); Ms. Leonie von Braun, Senior Trial Lawyer, and Mr Dahirou Sant-Anna, International Cooperation Advisor.*

#### 14.1.10 Regional and international engagements

Regional and international engagements were conducted through participation in regional and international conferences, annual meetings, forums, and bench marking visits. The key engagements during the FY2024/25 were as follows;

**Table 36: Regional and International engagements in FY 2024/25**

SN	Event/Engagement	Host	Key subject of deliberation/activities
1.	Southern and Eastern Africa Chief Justices' Forum (SEACJF) conference from 30/09/2024 to 02/10/2024	Ugandan Judiciary	<ul style="list-style-type: none"> <li>i. Enhanced Access: Underscoring Reforms in African Judiciaries.</li> <li>ii. The Secretary to the Judiciary of Uganda Judiciary was elected as the new Chairperson of the Southern and Eastern Africa Judicial Administrators Association (SEAJAA)</li> </ul>
2.	The African Chief Justices' ADR Forum held on 23 <sup>rd</sup> - 24 <sup>th</sup> May, 2025	Ugandan Judiciary	Exploring and employing Alternative Dispute Resolution Mechanisms in criminal cases as a tool to counter delays in the delivery of Justice
3.	Management meeting of the Southern and Eastern African Chief Justices Forum (SEACJF) held on 28 <sup>th</sup> - 29 <sup>th</sup> 2025	Zanzibar	Taking stock of the best practices and share latest innovations in improving access to justice in the region to facilitate common interventions and facilitate trade across borders in Africa.
4.	African Continent Alternative Dispute Resolution Commercial Courts Summit on 23 <sup>rd</sup> and 24 <sup>th</sup> May 2025	Ugandan Judiciary	Uganda Judiciary Effective Commercial Disputes Resolution for Africa
5.	National Conference on Alternative Dispute Resolution (ADR) from 02/06/2025 to 07/06/2025	Namibian Judiciary	<ul style="list-style-type: none"> <li>i. Enhancing Access to Justice through Plea Bargaining: Lessons, Prospects and Practical Solutions</li> <li>ii. Uganda and Namibian Judiciary with support of Pepperdine University entered into a Memorandum of Understanding to conduct research and training of Judicial officers in contemporary issues to promote speedy trials and ADR in the two Jurisdictions</li> </ul>

SN	Event/Engagement	Host	Key subject of deliberation/activities
6.	East African Magistrates and Judges Association (EAMJA) Council Meeting on 26 <sup>th</sup> June 2025.	Ugandan Judiciary	Building leaders to deliver a people-centered justice
7.	Benchmarking trip to South Africa to explore South Africa's judicial training model and identify best practices	South African Judicial Education Institute (SAJEI)	Strengthen collaboration to build a more efficient, inclusive, and independent judiciary
8.	Benchmarking visit to the Kenyan Judiciary on the Performance Enhancement Tool (PET).	Kenyan Judiciary.	Obtain insights and best practices to the PET for improved accountability, efficiency and transparency while safeguarding Judicial independence.
9.	Benchmarking visit by the Namibia Judiciary on Electronic Court Case Management Information System (ECCMIS) led by the Namibian Deputy Chief Justice Hon. Petrus T. Damaseb.	Ugandan Judiciary	Namibia learning from the implementation of ECCMIS in preparation for the roll out her own Integrated Electronic Case Management System (IECMS).
10.	Benchmarking visit by the Zambian Judiciary on Electronic Court Case Management Information System (ECCMIS) led by the Hon. Judge-In-Charge of the Central Province, Hon. Mr. Justice Kelvin Limbani.	Ugandan Judiciary	Zambian Judiciary learning from the implementation of ECCMIS.
11.	Benchmarking visit by Somalia and Lesotho National Statistical offices on strengthening administrative data and crime statistics in Uganda	Ugandan Judiciary	Strengthening planning, production and use of administrative data on violence against women and girls (VAWG)

Judiciaries across Africa participated in the First Africa Commercial Court Summit focusing on Alternative Dispute Resolution (ADR) held at Speke Resort Munyonyo, Kampala





#### **14.1.11 State Funded Legal Representation Implementation Committee**

The State-Funded Legal Representation Implementation Committee was established under the Judicature (Legal Representation at the Expense of the State) Rules, 2022 to streamline the management of State funded legal representation in the administration of justice.

The Committee is responsible for:

- i. Monitoring the implementation of state-funded legal representation of the accused persons;
- ii. Receiving and handling applications from advocates interested to be appointed to the Role of State Appointed Advocates;
- iii. Determining and reviewing the fees to be paid to advocates on the Role of State Appointed Advocates under the Rules;
- iv. Handling and resolving complaints from stakeholders with a view of ensuring discipline and ethical values in the management of the state-funded legal representation and;
- v. Handling any other matters arising.

The Committee undertook its respective roles through conducting monitoring visits, facilitating trainings and holding meetings.

The monitoring was conducted at the Criminal Division of the High Court and High Court Circuits of Mubende, Kiboga, Bushenyi and Arua to assess the quality of state brief services and detention facilities. The monitoring enabled identification of gaps which informed the need for training.

A virtual training was conducted for providers of state brief services and session administrators on the provision of the Judicature (Legal Representation at the Expense of the State) Rules, 2022.

The trainings ensured that providers of state brief services and session administrators were aware of the Rules, understood their responsibilities, and upheld the expected standards of service and ethical conduct, thereby supporting the effective implementation and oversight of state-

funded legal representation.

## **14.2 Coordination of the Administration of Justice Programme**

The AJP conducted multiple engagements through the Leadership Committee, Programme and Technical Working Groups.

The Chairperson of the Leadership Committee, the Hon Chief Justice, convened two meetings to discuss the integration of the Access to Justice interventions under the Governance and Security Programme into the Administration of Justice Programme under the fourth National Development Plan (NDP IV).

The Programme Working Group discussed and approved the Administration of Justice Programme Implementation Action Plan for the NDPIV. Similarly, the Judiciary Infrastructure Development project and Institutional Development (retooling) projects for the Judiciary, Office of the Director of Public Prosecutions, Judicial Service Commission, and the Law Development Centre were discussed and approved for submission to the Ministry of Finance, Planning and Economic Development in line with the Development Committee, 2016 guidelines.

The AJP Technical Working Groups (TWGs) reviewed the FY2023/24 Programme Annual Performance Report to assess progress, address gaps, share best practices, and make evidence-based recommendations, thereby enhancing accountability, coordination, and responsiveness in the justice system. Similarly, the TWGs with participation of Development Partners, Academia and Civil Society discussed and made input to the Administration of Justice Programme PIAP for NDP IV.

## **14.3 Review of implementation of NDP III**

The FY2024/25 marked the end of the 5 years for implementation of NDPIII (FY2020/21-FY2024/25). The Administration of Justice Programme which consisted of 8 Programme Institutions, implemented several interventions starting from FY2021/22 which resulted in notable improvement in the level of public trust in the Justice system from 67% in FY 2021/22 to 71.00% in FY2024/25; reduction on average stay on remand from 20.2 months in FY2021/22 to 17.3 months in FY2024/25; reduction in proportion of prison population on remand from 52.20% in FY2021/22 to 47.30% in FY2024/25 among others.

## **14.4 Implementation of commitments under the NRM manifesto 2021-2026**

The Judiciary continued to contribute to promotion of rule of law, which is a key pillar of the ruling Government. The NRM Government has made significant achievements in establishing the rule of law, ensuring stability and security for all Ugandans.

The Judiciary contributes to the following 5 (five) commitments under the NRM Manifesto 2021 -2026 as elaborated in several chapters of this report;

- i. Exploit processes for remote online adjudication of cases drawing from COVID-19 lessons,
- ii. Use ICT to minimize human-to-human contact in the delivery of services so as to reduce corruption.
- iii. Instil zero tolerance for corruption in the judicial system by introducing systems and periodic monitoring of Judicial officers.
- iv. Recruit more judicial and other officers to fill the established positions in the Judiciary.
- v. Uphold the Administration of Judiciary Act 2020 which serves to provide for the efficient and effective administration of the Judiciary; strengthen the independence of the Judiciary; and provide for retirement benefits of judicial officers and related matters.

15.

## PUBLIC AWARENESS AND IMAGE OF THE JUDICIARY



*The Principal Judge, Dr Flavian Zeija inspected a stall during the Hoima High Court Open Day.*



**T**he Judiciary strived to maintain public trust and legitimacy by nurturing relationships with its stakeholders through deliberate, transparent, and well-structured engagement initiatives that resonate positively with the communities served in accordance with Section 15(2)(e) of the AJA.

This was through undertaking diverse strategies including conducting media engagements, court open days, public sensitisation campaigns and branding. Through such interventions, the Judiciary improved awareness by the public on its operations, processes and policies ultimately positively influencing their behaviour, attitudes and knowledge which positively impacted on the Judiciary image.

## **15.1 Public Awareness Campaigns**

The Judiciary through media and outreach campaigns engaged with the public and stakeholders on Judiciary services and court processes, aimed at demystifying court procedures for the public to build trust and confidence in the Judiciary.

The outreach target audience included administration of justice actors, members of the public and all court users. The feedback received supported improvement of court services, handling of complaints, and addressing allegations of corruption.

The Public awareness was conducted through court open days, community sensitisation drives and barazas. During these events, IEC and promotional materials were disseminated for further public education and visibility.

### **15.1.1 Court Open Days**

Court open days form part of the Judiciary's ongoing commitment to transparency and community engagement. During the engagements, public feedback sessions were conducted where court users voiced their experiences and expectations of the justice system and received instant feedback on issues raised.

Twenty-eight (28) court open days were conducted in High Court Circuits of Arua, Tororo, Mpigi, Mukono, Moroto, Mbarara, Kasese, Mbale, Jinja, Hoima, Fort Portal,

Mubende and Masaka; Chief Magistrate courts of Namayingo, Nakasongola, Kalangala, Kapchorwa, Wakiso, Entebbe, Nakaseke, Rukungiri, Kumi and Patongo, and Sheema Justice centre, Kayunga, Kawempe; and Bujuuko Magistrate Grade I Courts.

### **15.1.2 Information, Education, and Communication (IEC) materials**

The Judiciary with additional support from development partners produced and distributed 40,000 copies of IEC materials to enhance public understanding of Judiciary services. The IEC materials included posters, flyers, stickers, acrylic materials, and brochures that addressed different subject matters of the court processes and procedures such as the Criminal trial process in Magistrate Courts, Civil matters, Plea Bargain, Court fees and Bail refund procedures. The bail refund procedures attracted a significant amount of attention from the public that more copies had to be produced for dissemination.

For more diversity and accessibility of the IEC materials, they were translated into different languages that include English, Luganda, Luo and Runyakitara. The materials were disseminated during court open days, awareness campaigns, and also placed at customer care desks in courts countrywide.



*The Principal Judge, Dr Flavian Zeija presided over Jinja High Court Open Day.*



### 15.1.3 Branding

Assorted branded promotional materials were developed to increase the Judiciary's visibility and foster engagement. These materials also served as souvenirs for foreign visitors and during outreach events. These included umbrellas, bags, key holders, water bottles, snapper frames, pull-up banners, teardrop banners, backdrop banners, roadside banners, t-shirts, branded shirts, customised gift sets, bracelets, and customized notebooks. They were distributed during court open days, awareness campaigns, and presented to visiting delegations. Relatedly pages featuring Judiciary stories, press releases, official notices, and public sensitisation content, with high engagement levels were shared on social media.

## 15.2 Media Engagement

The media accreditation process continued throughout the Financial Year. Press conferences and briefings were organised quarterly where information, clarifications and sensitisation of the media and public on

Judiciary matters was delivered.

### 15.2.1 TV/Radio Talk Shows and Print Media

Radio/TV talk shows were regularly conducted in different parts of the country in multiple languages which included English, Luganda, Langi, Lusamia, Ateso, Rutooro, Runyankore, Kupsabiny, Lusoga, Alur, Runyoro, and Japadhola. The Judiciary publicised its services through the print media including newspapers as well as the Judiciary insider magazine.

The talk shows were used to mobilise members of the public for participation in planned Judiciary Awareness programmes and to promote access to justice initiatives which include plea bargaining, mediation, small claims, toll-free lines, bail and refund processes as well as criminal and civil court processes. Numerous clarifications and complaints were addressed regarding court services to the general public and court users during the talk shows.



## 15.3 Judiciary feedback mechanisms

### 15.3.1 Judiciary Call Centre activities

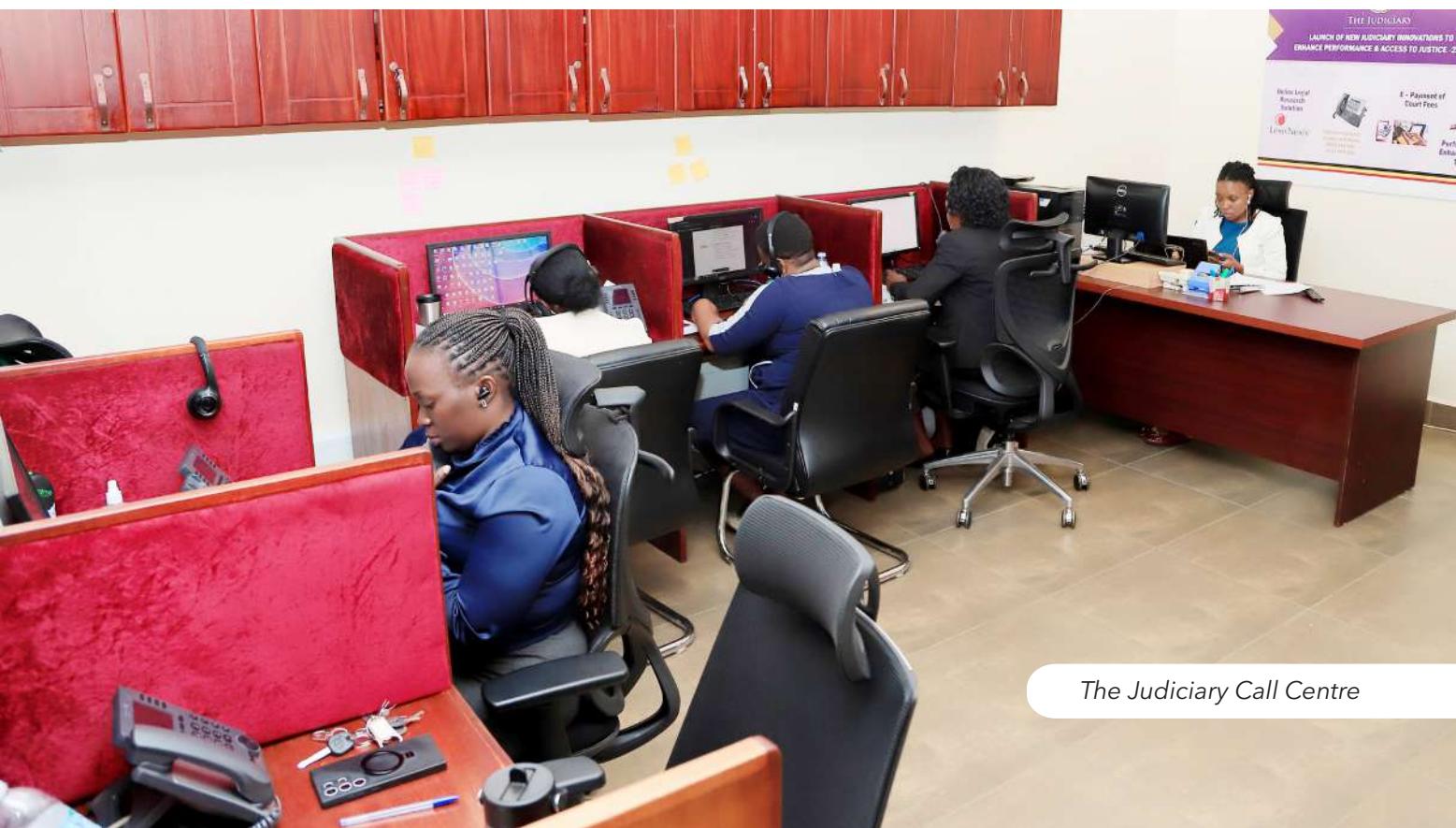
The Judiciary Call Centre continued to handle queries and complaints of court users and the general public where real time feedback to queries and complaints were provided and others forwarded to the Inspectorate of Courts and other key offices for resolution as shown in Table 37 below.

**Table 37: Complaints received through the Judiciary Call Centre**

Quarter	Number of Complaints
Q1	436
Q2	381
Q3	585
Q4	890
<b>Total</b>	<b>2,292</b>

### 15.3.2 Customer Care Engagements

A total of four customer care engagements were held each quarter across different regions, focusing on improving service delivery, promoting a client-centric culture, understanding media and public relations within the Judiciary, and reinforcing anti-corruption practices.



*The Judiciary Call Centre*

# 16.

## **RESOURCE MOBILISATION AND MANAGEMENT**



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*The Supreme Court and Court of Appeal buildings*



## **16.1 Project Management**

The Judiciary was able to implement various activities that contributed to achieving its mandate through various projects with GoU funding and support from the Development Partners.

Annex 3 shows the summary of projects implemented by the Judiciary

## **16.2 Accounting system and resource management**

As a deliberate effort to strengthen the accounting system, the Judiciary Audit Committee was established under the Administration of the Judiciary (Establishment of Committees) Regulations, 2023. The core functions of the committee include;

Assisting the Secretary to the Judiciary in carrying out the oversight responsibilities relating to financial practices, internal controls, corporate governance issues, compliance with laws, ethics and audit matters.

- a. Reviewing the arrangements established by the Secretary to the Judiciary for compliance with regulatory and financial reporting requirements.
- b. Reviewing the financial statements prepared by the Secretary to the Judiciary.
- c. Facilitating risk assessment.
- d. Considering reports submitted by the internal auditor to the Secretary to the Judiciary and make recommendations on the findings.
- e. Reporting to the Chief Justice on matters relating to auditing in the Judiciary.

## **16.3 Monitoring and Evaluation function in the Judiciary**

The Judiciary undertook monitoring and evaluation of implemented interventions and activities to assess progress towards set targets, identifying areas for improvement and documenting best practices to inform decision making. Similarly, support supervision visits were conducted to monitor aspects of service delivery and staff performance.

Quarterly monitoring and evaluation was undertaken through field exercises to the various courts countrywide. The main objective of the monitoring and evaluation field exercises was to assess the implementation of the Judiciary's approved work plans against the resources utilised, focusing on: construction and renovation of court buildings; Information and Communication Technology including functionality of established system; alternative sources power at selected courts; staffing; functionality of registries and facilities for vulnerable persons; and the general access to Judiciary services at courts.

Findings from the monitoring and evaluation exercises were discussed and informed the various plans, performance reports, assessments of Judiciary contribution to national programmes and future interventions hence facilitating learning and efficient use of resources.

### **16.3.1 Judiciary Monitoring and Evaluation Management Information System**

The Judiciary embarked on the development of an automated Monitoring and Evaluation system to enhance the efficiency and effectiveness of the M&E function. The system which was at the advanced stages of development will enable Registries and Departments to track the implementation of work plans, projects, strategic plan results framework, key policy decisions and support real-time response to emerging issues on the operations of courts across the country.

### **16.3.2 Support Supervision**

The Judiciary conducted support supervision to assess compliance to operational procedures and service delivery standards, identify challenges and performance gaps affecting performance, and draw lessons for improvement.

The exercise covered Ntungamo CM, Ruhaama, Rubaare, Rwashamaire, Buhweju CM, Rubindi, Bwizibwera, Rubanda, Kyanika, Bunagana, Kihiihi, Ibanda, Sanga, and Ishongororo Courts; Hoima and Kiboga High Court Circuits including Hoima HC & CM, Kibaale CM, Kakumiro, Kagadi, Buliisa, Buseruka, Kyangwali, Kyankwanzi, Bukomero, and Busunju Magistrate Grade I Courts; Wakiso High Court Circuit and Matugga, Nansana, and related Magistrate Courts; Luwero High Court Circuit and the Courts of Matugga, Wobulenzi, Nyimbwa, Kakiri, and Wabusana; Fort Portal High Court Circuit including Fort Portal HC & CM, Kamwenge CM, Ibanda CM, and Ishongororo; Nakawa CM, Judicial Training Institute, Makindye CM, Standards and Utilities Court, Wildlife Court, Kira CM, and Luzira CM; Nakapiripirit CM, Moroto HC & CM, Amudat CM, Napak Grade I Court, Kotido CM, Kaabong CM, and Abim CM; Lugazi High Court Circuit including Lugazi HC & CM, Buikwe CM, Nakisunga Grade I Court, Ngogwe, and Nyenga Grade II Courts; Jinja HC & CM; Entebbe HC & CM, Kajansi CM; Makindye CM; and Arua High Court Circuit including Arua HC & CM, Yumbe CM, Moyo CM, Adjumani CM, Nebbi CM, Koboko CM, Paidha, Pakwach, Maracha Grade I Court, and Arua City Magistrates Court. This facilitated performance monitoring, resolution of administrative issues, and reinforcement of operational standards across the Judiciary.

Adhoc supervision in form of impromptu checks on the different courts from time to time depending on when need arises to ensure quality and hands on support with a view of enhancing efficiency and effectiveness in court operations.

In addition, a total of over 16 Courts were inspected with a view of ascertaining compliance with the recommended standards, and policies of the Judiciary in service delivery. Of great importance were registry and case management, exhibits and archival practices,

financial management, records management, among others. These Courts included; Hoima CM, Kawempe CM, Bugiri CM, Bubulo CM, Kayunga CM, Mengo CM, Apac CM, Alebtong CM, Nakawa CM, Masindi CM, Luwero CM, Kiryandongo CM, Matugga GI, Luzira GI, Kigumba GI, Otupe GI, Apala GI, Nakifuma GI, Goma GI and Aduku GI.

## **16.4 The Judiciary Policy and Planning function**

The Policy and Planning function coordinates the development and evaluation of plans, strategies, policies, and performance reports, ensuring compliance with legal and regulatory requirements for policy development, planning, and budgeting. Key policy and planning documents developed include:

- i. The Judiciary Strategic Plan: The review of the Judiciary Strategic Plan V (FY2020/21 - FY2024/25) was undertaken and the development of the Judiciary Strategic Plan VI (FY2025/26 - FY2029/30) aligned to the Fourth National Development Plan (NDPIV) was on-going.
- ii. The Judiciary Budget Framework Paper (JBFP): The JBFP for FY2025/26 was prepared and submitted to Ministry of Finance, Planning and Economic Development in line with the Public Finance Management Act Cap. 171.
- iii. The Judiciary Policy Statement: The Judiciary Policy Statement for FY2025/26 was prepared and submitted to Parliament and Cabinet and informed the allocation of the Judiciary budget.

Other documents developed include: Performance reports (Annual and quarterly), status reports on the implementation of Cabinet decisions, and commitments in the NRM manifesto were prepared and submitted to relevant institutions.

The Administration of Justice Programme secretariat coordinated the activities of the Administration of Justice Programme including

development of the PIAP, preparation of performance reports and holding Programme coordination meetings.

## **16.5 The Statistics Function**

Judicial data and statistics are crucial for developing effective policies, monitoring development outcomes, and informing decision-making. This section presents the most critical contributions of the Data Management and Statistics functions in the Judiciary in the FY2024/25.

### **16.5.1 Pre-Processing, analysis and reporting for the National Court Case Census 2025**

The Judiciary Statistics Unit supported the National Court Case Census 2025 through pre-processing, analysis and reporting. During the process, the team employed a combination of exploratory, descriptive, and diagnostic statistical techniques to extract actionable insights from the consolidated dataset aggregated from all data sources.

### **16.5.2 Judiciary Data Management**

The Judiciary Data Management function coordinated the submission of monthly case returns and the production of periodic statistical reports. The Judiciary through the Judiciary Data Management Committee undertook the following:

- i. Validated and released 31 Case Statistics Reports including 12 Monthly Case Statistics Reports, 4 Quarterly Summary Court Performance Reports, 1 Annual Court Performance Report and 14 Adhoc Case Statistics Report.
- ii. Conducted quarterly triangulation of

monthly case statistics reports with other key relevant publications such as Crime Reports and previous Judiciary publications to identify similar patterns and variations while validating the findings therein.

# 17.

## CHALLENGES

### **1. Case backlog**

Despite the reduction in case backlog from 26.3% in FY2023/24 to 24.2% in FY2024/25, backlog remains a challenge in the justice system. The registration of cases continues to grow faster than case disposal due to increased awareness and trust in the justice system.

### **2. Under staffing in the courts**

With only 32% of the approved staff structure filled, the Judiciary struggles to meet operational demands. The shortage of personnel across all cadres and court levels directly contributes to the backlog and undermines the efficiency of justice delivery.

### **3. Low coverage of automation**

Limited automation of court processes continues to impede efficiency and effectiveness of courts. The Electronic Court Case Management Information System is currently operational in only 11.5% of the 271 operational courts. The overwhelming reliance on manual case management not only slows operations but also increases human-to-human interactions, creating avenues for inefficiency and corruption.

### **4. Inadequate budgetary support**

Although the Judiciary has expanded its coverage to meet the rising demand for judicial services, funding levels have not kept pace. This shortfall affects the ability to finance court operations, such as state-funded legal representation, locus-in-quo visits, and alternative dispute resolution mechanisms. Despite recent budgetary enhancements, there remains a pressing need for increased resources to facilitate staff recruitment, operationalise additional courts, expand ECCMIS coverage, and increase the number of court sessions.

# 18.

## **KEY PRIORITIES FOR THE FY2025/26**

## **1. Strengthen adjudication of cases**

To ensure that Uganda's justice system remains accessible, fair, and responsive to the needs of all citizens, the Judiciary is committed to strengthening the use of Alternative Dispute Resolution (ADR) mechanisms to resolve cases. The Judiciary has already embarked on the revitalisation of mediation in the settlement of civil disputes, particularly in land and commercial cases. By promoting amicable settlements outside the formal court process, mediation will not only reduce case backlogs but also create a more investor friendly environment that supports economic growth.

The Judiciary will continue to scale up the use of plea bargaining to fast track the disposal of criminal cases in both High Courts and Magistrates Courts. This approach will reduce criminal case backlog and decongest prisons while ensuring that justice is delivered in a timely and mutually acceptable manner.

In addition, the Judiciary will continue to roll out the Small Claims Procedure to all Magistrates Courts across the country. This will provide an affordable, simplified, and expedited avenue for resolving civil disputes under UGX 10,000,000 thereby enhancing access to justice, especially for ordinary citizens and small businesses.

## **2. Improve automation of Courts**

The Judiciary will continue to use ICT in adjudication of cases through:

- a. Rolling out ECCMIS to an additional 20 Court Stations (4 High Courts, 13 Chief Magistrate Courts and 3 Magistrate Grade One Courts);
- b. Digitalisation of court records; and
- c. Finalisation of the development of the Judgment Writing Tool. This tool will aid judicial officers during the process of judgement writing to guarantee the standard of the produced judgements.

## **3. Construction of Courts**

In a bid to create a more conducive court

environment and enhance working conditions for judicial officers and staff, the Judiciary has prioritised the construction of key court facilities across the country to address gaps in accessibility, efficiency, and service delivery. The following constructions will be fast tracked:

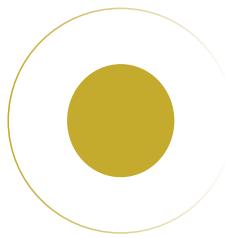
- a. Construction of a Regional Court of Appeal buildings in Mbarara and Gulu.
- b. Construction of High Court buildings in Soroti, Tororo, Mpigi, and the Mukono Annex.
- c. Construction of Chief Magistrate Court buildings in Alebtong, Amolatar, Bubulo, Katine and Rakai.
- d. Construction of Magistrate Grade I Court buildings in Abim, Madi-Okollo, Busembatia, Nyarushanje, Rubuguri and Adwari.
- e. Construction of institutional houses in Moyo, Karenga, Bukwo, Rubuguri, and Buhweju.

## **4. Acquisition of Transport Equipment**

To enhance mobility and improve the efficiency of court operations, particularly in hard-to-reach areas, the Judiciary plans to procure transport equipment to support judicial officers in executing their duties. This includes vehicles for judges, registrars, and magistrates to facilitate locus visits and field inspections, motorcycles to aid process service for courts, and a motorboat to improve access to island areas, enabling timely case disposal.

## **5. Provision of Alternative Sources of Power**

To address frequent power outages in courts, the Judiciary plans procure and install six generators at High Court Circuits in Hoima, Kasese, Arua, Ntungamo, Masindi, and Kiboga, as well as installing solar power systems in ten courts including Chief Magistrates Courts in Ibanda, Kiryandongo, Buliisa, Mityana, Karenga, Rubirizi, Budaka, and Nakaseke and; Magistrates Grade One Courts in Buhweju and Kyegogwa.



## ANNEXES

### Annex 1: Detailed performance of High Court Circuits in FY2024/25

**Table 38: Performance of High Court Circuits in FY2024/25 by Case Type**

S/No	Court Name	Case Type	Bought-Forward	Registered	Completed	Pending	Disposal Rate (%)
<b>1</b>	Fort Portal - HCT	Civil	276	364	301	339	47.03
		Criminal	682	339	539	482	52.79
		Executions	21	90	87	24	78.38
		Land	346	407	320	433	42.50
		Family	18	347	254	111	69.59
		<b>Sub-Total</b>	<b>1,343</b>	<b>1,547</b>	<b>1,501</b>	<b>1,389</b>	<b>51.94</b>
<b>2</b>	Gulu - HCT	Commercial	80	5	22	63	25.88
		Civil	420	147	140	427	24.69
		Criminal	723	203	532	394	57.45
		Executions	38	44	18	64	21.95
		Land	669	273	163	779	17.30
		Family	86	235	145	176	45.17
		<b>Sub-Total</b>	<b>2,016</b>	<b>907</b>	<b>1,020</b>	<b>1,903</b>	<b>34.90</b>
<b>3</b>	Jinja - HCT	Commercial	2	-	1	1	50.00
		Civil	1,215	741	752	1,204	38.45
		Criminal	736	330	416	650	39.02
		Executions	6	1	4	3	57.14
		Land	436	140	202	374	35.07
		Family	-	219	96	123	43.84
		<b>Sub-Total</b>	<b>2,395</b>	<b>1,431</b>	<b>1,471</b>	<b>2,355</b>	<b>38.45</b>
<b>4</b>	Mbale - HCT	Commercial	64	6	16	54	22.86
		Civil	1,555	489	264	1,780	12.92
		Criminal	1,255	588	553	1,290	30.01
		Executions	1	2	-	3	0.00
		Land	454	323	145	632	18.66
		Family	7	504	279	232	54.60
		<b>Sub-Total</b>	<b>3,336</b>	<b>1,912</b>	<b>1,257</b>	<b>3,991</b>	<b>23.95</b>
<b>5</b>	Mbarara - HCT	Civil	1,565	721	733	1,553	32.06
		Criminal	1,854	431	728	1,557	31.86
		Executions	180	218	250	148	62.81
		Land	671	420	301	790	27.59
		Family	92	1,116	742	466	61.42
		<b>Sub-Total</b>	<b>4,362</b>	<b>2,906</b>	<b>2,754</b>	<b>4,514</b>	<b>37.89</b>
<b>6</b>	Masaka - HCT	Commercial	1	-	-	1	0.00

S/No	Court Name	Case Type	Bought-Forward	Registered	Completed	Pending	Disposal Rate (%)
		Civil	846	808	302	1,352	18.26
		Criminal	1,489	391	427	1,453	22.71
		Executions	2	6	2	6	25.00
		Land	1,038	414	296	1,156	20.39
		Family	192	580	312	460	40.41
		<b>Sub-Total</b>	<b>3,568</b>	<b>2,199</b>	<b>1,339</b>	<b>4,428</b>	<b>23.22</b>
<b>7</b>	<b>Arua - HCT</b>	Civil	625	257	232	650	26.30
		Criminal	549	383	359	573	38.52
		Executions	-	2	-	2	0.00
		Land	636	239	191	684	21.83
		Family	32	331	273	90	75.21
		<b>Sub-Total</b>	<b>1,842</b>	<b>1,212</b>	<b>1,055</b>	<b>1,999</b>	<b>34.54</b>
<b>8</b>	<b>Soroti - HCT</b>	Civil	358	180	222	316	41.26
		Criminal	766	304	480	590	44.86
		Executions	28	40	29	39	42.65
		Land	362	235	219	378	36.68
		Family	43	124	130	37	77.84
		<b>Sub-Total</b>	<b>1,557</b>	<b>883</b>	<b>1,080</b>	<b>1,360</b>	<b>44.26</b>
<b>9</b>	<b>Lira - HCT</b>	Civil	781	320	333	768	30.25
		Criminal	833	248	281	800	25.99
		Executions	21	7	10	18	35.71
		Land	526	121	133	514	20.56
		Family	1	183	105	79	57.07
		<b>Sub-Total</b>	<b>2,162</b>	<b>879</b>	<b>862</b>	<b>2,179</b>	<b>28.35</b>
<b>10</b>	<b>Kabale - HCT</b>	Civil	166	133	80	219	26.76
		Criminal	374	124	114	384	22.89
		Land	270	163	137	296	31.64
		Family	12	223	151	84	64.26
		<b>Sub-Total</b>	<b>822</b>	<b>643</b>	<b>482</b>	<b>983</b>	<b>32.90</b>
<b>11</b>	<b>Masindi - HCT</b>	Civil	504	306	263	547	32.47
		Criminal	269	77	115	231	33.24
		Land	496	298	231	563	29.09
		Family	1	8	-	9	0.00
		<b>Sub-Total</b>	<b>1,270</b>	<b>689</b>	<b>609</b>	<b>1,350</b>	<b>31.09</b>
<b>12</b>	<b>Mubende- HCT</b>	Commercial	1	-	1	-	100.00
		Civil	755	246	609	392	60.84
		Criminal	1,101	535	593	1,043	36.25
		Land	1,676	385	1,222	839	59.29
		Family	151	635	604	182	76.84

S/No	Court Name	Case Type	Bought-Forward	Registered	Completed	Pending	Disposal Rate (%)
		<b>Sub-Total</b>	<b>3,684</b>	<b>1,801</b>	<b>3,029</b>	<b>2,456</b>	<b>55.22</b>
13	Mukono - HCT	Civil	1,401	746	1,024	1,123	47.69
		Criminal	1,307	299	686	920	42.71
		Land	2,706	1,481	1,869	2,318	44.64
		Family	764	1,200	1,460	504	74.34
		<b>Sub-Total</b>	<b>6,178</b>	<b>3,726</b>	<b>5,039</b>	<b>4,865</b>	<b>50.88</b>
14	Mpigi - HCT	Civil	127	114	66	175	27.39
		Criminal	694	143	368	469	43.97
		Executions	37	-	2	35	5.41
		Land	953	614	443	1,124	28.27
		Family	183	995	623	555	52.89
		<b>Sub-Total</b>	<b>1,994</b>	<b>1,866</b>	<b>1,502</b>	<b>2,358</b>	<b>38.91</b>
15	Hoima - HCT	Civil	349	274	244	379	39.17
		Criminal	645	164	259	550	32.01
		Land	609	526	362	773	31.89
		Family	2	214	101	115	46.76
		<b>Sub-Total</b>	<b>1,605</b>	<b>1,178</b>	<b>966</b>	<b>1,817</b>	<b>34.71</b>
16	Luwero - HCT	Commercial	13	20	1	32	3.03
		Civil	284	218	67	435	13.35
		Criminal	743	264	341	666	33.86
		Land	1,330	901	444	1,787	19.90
		Family	319	745	434	630	40.79
		<b>Sub-Total</b>	<b>2,689</b>	<b>2,148</b>	<b>1,287</b>	<b>3,550</b>	<b>26.61</b>
17	Moroto - HCT	Civil	43	30	31	42	42.47
		Criminal	262	155	273	144	65.47
		Land	78	31	51	58	46.79
		Family	18	11	23	6	79.31
		<b>Sub-Total</b>	<b>401</b>	<b>227</b>	<b>378</b>	<b>250</b>	<b>60.19</b>
18	Tororo - HCT	Commercial	62	46	51	57	47.22
		Civil	139	90	94	135	41.05
		Criminal	275	207	187	295	38.80
		Land	221	223	146	298	32.88
		Family	47	158	134	71	65.37
		<b>Sub-Total</b>	<b>744</b>	<b>724</b>	<b>612</b>	<b>856</b>	<b>41.69</b>
19	Rukungiri - HCT	Civil	193	195	126	262	32.47
		Criminal	292	114	143	263	35.22
		Executions	1	18	5	14	26.32
		Land	69	67	41	95	30.15

S/No	Court Name	Case Type	Bought-Forward	Registered	Completed	Pending	Disposal Rate (%)
		Family	16	182	138	60	69.70
		<b>Sub-Total</b>	<b>571</b>	<b>576</b>	<b>453</b>	<b>694</b>	<b>39.49</b>
<b>20</b>	Iganga - HCT	Civil	472	246	167	551	23.26
		Criminal	1,210	285	283	1,212	18.93
		Land	340	238	63	515	10.90
		Family	32	171	78	125	38.42
		<b>Sub-Total</b>	<b>2,054</b>	<b>940</b>	<b>591</b>	<b>2,403</b>	<b>19.74</b>
<b>21</b>	Bushenyi - HCT	Civil	363	235	197	401	32.94
		Criminal	580	204	440	344	56.12
		Executions	8	21	16	13	55.17
		Land	185	194	127	252	33.51
		Family	67	341	287	121	70.34
		<b>Sub-Total</b>	<b>1,203</b>	<b>995</b>	<b>1,067</b>	<b>1,131</b>	<b>48.54</b>
<b>22</b>	Kiboga - HCT	Civil	38	45	46	37	55.42
		Criminal	373	246	322	297	52.02
		Land	222	366	323	265	54.93
		Family	5	146	117	34	77.48
		<b>Sub-Total</b>	<b>638</b>	<b>803</b>	<b>808</b>	<b>633</b>	<b>56.07</b>
<b>23</b>	Kitgum - HCT	Commercial	8	7	2	13	13.33
		Civil	110	56	51	115	30.72
		Criminal	498	182	334	346	49.12
		Executions	1	3	1	3	25.00
		Land	285	108	168	225	42.75
		Family	16	46	34	28	54.84
		<b>Sub-Total</b>	<b>918</b>	<b>402</b>	<b>590</b>	<b>730</b>	<b>44.70</b>
<b>24</b>	Kasese - HCT	Civil	110	160	150	120	55.56
		Criminal	173	137	244	66	78.71
		Executions	14	33	38	9	80.85
		Land	80	104	58	126	31.52
		Family	10	72	52	30	63.41
		<b>Sub-Total</b>	<b>387</b>	<b>506</b>	<b>542</b>	<b>351</b>	<b>60.69</b>
<b>25</b>	Wakiso - HCT	Civil	1	70	3	68	4.23
		Criminal	84	237	6	315	1.87
		Land	3	1,116	30	1,089	2.68
		Family	6	489	38	457	7.68
		<b>Sub-Total</b>	<b>94</b>	<b>1,912</b>	<b>77</b>	<b>1,929</b>	<b>3.84</b>
<b>26</b>	Entebbe - HCT	Commercial	-	1	-	1	0.00
		Civil	3	89	14	78	15.22

S/No	Court Name	Case Type	Bought-Forward	Registered	Completed	Pending	Disposal Rate (%)
		Criminal	54	158	25	187	11.79
		Land	1	951	24	928	2.52
		Family	-	244	2	242	0.82
		<b>Sub-Total</b>	<b>58</b>	<b>1,443</b>	<b>65</b>	<b>1,436</b>	<b>4.33</b>
<b>27</b>	<b>Lugazi - HCT</b>	Civil	-	3	-	3	0.00
		Criminal	57	165	-	222	0.00
		Land	4	140	1	143	0.69
		Family	-	1	-	1	0.00
		<b>Sub-Total</b>	<b>61</b>	<b>309</b>	<b>1</b>	<b>369</b>	<b>0.27</b>
<b>28</b>	<b>Patongo - HCT</b>	Civil	-	13	-	13	0.00
		Criminal	79	214	7	286	2.39
		Land	-	115	5	110	4.35
		Family	10	6	-	16	0.00
		<b>Sub-Total</b>	<b>89</b>	<b>348</b>	<b>12</b>	<b>425</b>	<b>2.75</b>
<b>29</b>	<b>Kumi HCT</b>	Civil	3	28	3	28	9.68
		Criminal	25	53	22	56	28.21
		Land	2	53	1	54	1.82
		Family	-	1	-	1	0.00
		<b>Sub-Total</b>	<b>30</b>	<b>135</b>	<b>26</b>	<b>139</b>	<b>15.76</b>
		<b>Grand total</b>	<b>48,071</b>	<b>35,247</b>	<b>30,475</b>	<b>52,843</b>	<b>36.58</b>

## Annex 2: Case Age Status for FY2024/25 by Court Level

**Table 39: Overall Case Age by Case Type as at 30th June, 2025**

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	164	91	65	9	-	329	74	22.49
Commercial	4,009	1,832	1,756	335	44	7,976	2,135	26.77
Criminal	31,192	24,471	10,372	3,515	788	70,338	14,675	20.86
Civil	22,074	18,557	9,599	4,223	564	55,017	14,386	26.15
Family	13,858	2,800	1,993	344	154	19,149	2,491	13.01
International Crimes	27	4	8	5	-	44	13	29.55
Execution	211	85	77	9	-	382	86	22.51
Land	14,232	11,005	9,481	2,596	244	37,558	12,321	32.81
<b>Grand Total</b>	<b>85,767</b>	<b>58,845</b>	<b>33,351</b>	<b>11,036</b>	<b>1,794</b>	<b>190,793</b>	<b>46,181</b>	<b>24.20</b>

Source: ECCMIS and CCAS

**Table 40: Case Age at the Supreme Court as at 30th June, 2025**

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	230	191	152	184	30	787	366	46.51
Civil	91	113	145	18	1	368	164	44.57
Constitutional cases	11	14	8	-	-	33	8	24.24
<b>Total Pending for Supreme Court</b>	<b>332</b>	<b>318</b>	<b>305</b>	<b>202</b>	<b>31</b>	<b>1,188</b>	<b>538</b>	<b>45.29</b>

**Table 41: Case Age at Court of Appeal/ Constitutional Court as at 30th June, 2025**

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	860	1,073	1,058	1,059	581	4,631	2,698	58.26
Constitutional cases	66	23	47	12	3	151	62	55.86
Civil	1,742	1,928	2,116	1,587	229	7,602	3,932	51.72
Election Cases	4	2	1	0	0	7	1	14.29
Taxation Application	66	93	54	0	0	213	54	25.35
Mediation Cause	155	28	9	0	0	192	9	4.69
<b>Total Pending for Court of Appeal</b>	<b>2,853</b>	<b>3,147</b>	<b>3,285</b>	<b>2,658</b>	<b>813</b>	<b>12,796</b>	<b>6,756</b>	<b>52.80</b>

Source: ECCMIS

**Table 42: Case Age at High Court Divisions as at 30th June, 2025**

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	164	91	65	9	0	329	74	22.49
Commercial	3,932	1,783	1,681	318	40	7,754	2,039	26.29
Criminal	1,312	586	688	17	0	2,603	705	27.08
Civil	1,822	1,164	1,400	346	23	4,755	1,769	37.20
Family	6,514	1034	858	279	148	8,833	1,285	14.55
International Crimes	27	4	8	5	0	44	13	29.55
Land	2,961	2,101	2,890	886	133	8,971	3,909	43.57
<b>Total Pending for High Court Divisions</b>	<b>16,733</b>	<b>6,763</b>	<b>7,590</b>	<b>1,860</b>	<b>344</b>	<b>33,289</b>	<b>9,794</b>	<b>29.42</b>

Source: CCAS and ECCMIS

**Table 43: Case Age at High Court Circuits as at 30th June, 2025**

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	Total Case Backlog	%age Backlog
<b>Fort Portal - HCT</b>	Civil	172	45	77	24	15	333	116	34.83
	Criminal	245	133	111	0	0	489	111	22.70
	Land	196	79	108	38	11	432	157	36.34
	Family	77	21	13	0	0	111	13	11.71
	Execution	22	2	0	0	0	24	0	0.00
<b>Total</b>		<b>712</b>	<b>280</b>	<b>309</b>	<b>62</b>	<b>26</b>	<b>1389</b>	<b>397</b>	<b>28.58</b>
<b>Gulu - HCT</b>	Criminal	123	97	171	9	3	403	183	45.41
	Civil	94	61	113	114	38	420	265	63.10
	Land	217	173	306	72	9	777	387	49.81
	Execution	32	27	5	0	0	64	5	7.81
	Commercial	4	9	47	3	0	63	50	79.37
	Family	90	31	52	3	0	176	55	31.25
<b>Total</b>		<b>560</b>	<b>398</b>	<b>694</b>	<b>201</b>	<b>50</b>	<b>1903</b>	<b>945</b>	<b>49.66</b>
<b>Jinja - HCT</b>	Criminal	300	193	110	49	9	661	168	25.42
	Civil	514	257	310	74	29	1,184	413	34.88
	Commercial	0	1	0	0	0	1	0	0.00
	Land	116	61	105	94	7	383	206	53.79
	Execution	0	3	0	0	0	3	0	0.00
	Family	117	4	1	1	0	123	2	1.63
<b>Total</b>		<b>1,047</b>	<b>519</b>	<b>526</b>	<b>218</b>	<b>45</b>	<b>2,355</b>	<b>789</b>	<b>33.50</b>
<b>Mbale - HCT</b>	Civil	351	382	745	207	69	1,754	1,021	58.21
	Commercial	4	9	23	14	4	54	41	75.93
	Criminal	551	353	330	73	11	1,318	414	31.41
	Family	163	28	27	9	5	232	41	17.67
	Execution	2	1	0	0	0	3	0	0.00
	Land	230	165	149	70	16	630	235	37.30
<b>Total</b>		<b>1,301</b>	<b>938</b>	<b>1,274</b>	<b>373</b>	<b>105</b>	<b>3,991</b>	<b>1,752</b>	<b>43.90</b>
<b>Mbarara - HCT</b>	Criminal	348	305	428	381	122	1,584	931	58.78
	Civil	510	341	435	195	48	1,529	678	44.34
	Land	274	162	245	101	6	788	352	44.67
	Execution	97	31	19	1	0	148	20	13.51
	Family	335	60	68	2	0	465	70	15.05
<b>Total</b>		<b>1,564</b>	<b>899</b>	<b>1,195</b>	<b>680</b>	<b>176</b>	<b>4,514</b>	<b>2,051</b>	<b>45.44</b>
<b>Masaka - HCT</b>	Criminal	384	379	584	134	0	1,481	718	48.48
	Civil	666	292	293	66	12	1,329	371	27.92
	Family	176	100	170	14	0	460	184	40.00
	Commercial	0	0	1	0	0	1	1	100.00

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	Total Case Backlog	%age Backlog
	Land	317	262	484	88	0	1,151	572	49.70
	Execution	4	1	1	0	0	6	1	16.67
<b>Total</b>		<b>1,547</b>	<b>1,034</b>	<b>1,533</b>	<b>302</b>	<b>12</b>	<b>4,428</b>	<b>1,847</b>	<b>41.71</b>
<b>Arua - HCT</b>	Criminal	376	120	83	7	0	586	90	15.36
	Civil	199	128	193	93	26	639	312	48.83
	Family	67	17	6	0	0	90	6	6.67
	Execution	2	0	0	0	0	2	0	0.00
	Land	194	145	243	92	8	682	343	50.29
<b>Total</b>		<b>838</b>	<b>410</b>	<b>525</b>	<b>192</b>	<b>34</b>	<b>1,999</b>	<b>751</b>	<b>37.57</b>
<b>Soroti - HCT</b>	Criminal	240	142	182	30	2	596	214	35.91
	Civil	95	93	87	35	1	311	123	39.55
	Family	22	13	2	0	0	37	2	5.41
	Execution	21	7	11	0	0	39	11	28.21
	Land	138	115	110	14	0	377	124	32.89
<b>Total</b>		<b>516</b>	<b>370</b>	<b>392</b>	<b>79</b>	<b>3</b>	<b>1,360</b>	<b>474</b>	<b>34.85</b>
<b>Lira - HCT</b>	Criminal	242	175	277	120	0	814	397	48.77
	Civil	230	126	232	132	35	755	399	52.85
	Land	97	82	217	102	14	512	333	65.04
	Execution	0	5	14	0	0	19	14	73.68
	Family	25	19	32	3	0	79	35	44.30
<b>Total</b>		<b>594</b>	<b>407</b>	<b>772</b>	<b>357</b>	<b>49</b>	<b>2,179</b>	<b>1,178</b>	<b>54.06</b>
<b>Kabale - HCT</b>	Criminal	136	102	132	21	0	391	153	39.13
	Civil	94	36	64	21	0	215	85	39.53
	Family	63	18	2	1	0	84	3	3.57
	Land	117	88	78	10	0	293	88	30.03
<b>Total</b>		<b>410</b>	<b>244</b>	<b>276</b>	<b>53</b>	<b>0</b>	<b>983</b>	<b>329</b>	<b>33.47</b>
<b>Masindi - HCT</b>	Civil	188	127	141	59	23	538	223	41.45
	Land	182	157	136	66	20	561	222	39.57
	Criminal	87	88	55	12	0	242	67	27.69
	Family	7	1	1	0	0	9	1	11.11
<b>Total</b>		<b>464</b>	<b>373</b>	<b>333</b>	<b>137</b>	<b>43</b>	<b>1,350</b>	<b>513</b>	<b>38.00</b>
<b>Mubende - HCT</b>	Criminal	555	176	277	43	9	1,060	329	31.04
	Civil	171	32	67	113	2	385	182	47.27
	Family	151	26	2	2	1	182	5	2.75
	Land	228	231	198	160	12	829	370	44.63
<b>Total</b>		<b>1,105</b>	<b>465</b>	<b>544</b>	<b>318</b>	<b>24</b>	<b>2,456</b>	<b>886</b>	<b>36.07</b>
<b>Mukono -HCT</b>	Criminal	299	221	364	49	3	936	416	44.44

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	Total Case Backlog	%age Backlog
Mpigi - HCT	Civil	487	260	265	102	0	1,114	367	32.94
	Land	959	447	649	256	0	2,311	905	39.16
	Family	342	88	66	8	0	504	74	14.68
<b>Total</b>		<b>2,087</b>	<b>1,016</b>	<b>1,344</b>	<b>415</b>	<b>3</b>	<b>4,865</b>	<b>1762</b>	<b>36.22</b>
Hoima - HCT	Criminal	107	101	255	13	0	476	268	56.30
	Civil	82	34	41	15	0	172	56	32.56
	Land	441	284	289	106	0	1,120	395	35.27
	Family	296	108	129	22	0	555	151	27.21
	Execution	0	0	27	8	0	35	35	100.00
<b>Total</b>		<b>926</b>	<b>527</b>	<b>741</b>	<b>164</b>	<b>0</b>	<b>2,358</b>	<b>905</b>	<b>38.38</b>
Luwero - HCT	Criminal	114	258	188	0	0	560	188	33.57
	Civil	159	105	108	1	0	373	109	29.22
	Land	329	183	257	0	0	769	257	33.42
	Family	79	16	20	0	0	115	20	17.39
	<b>Total</b>	<b>681</b>	<b>562</b>	<b>573</b>	<b>1</b>	<b>0</b>	<b>1,817</b>	<b>574</b>	<b>31.59</b>
Moroto - HCT	Civil	188	159	81	0	0	428	81	18.93
	Family	273	177	180	0	0	630	180	28.57
	Land	698	547	536	0	0	1,781	536	30.10
	Commercial	24	7	1	0	0	32	1	3.13
	Criminal	260	332	87	0	0	679	87	12.81
<b>Total</b>		<b>1,443</b>	<b>1,222</b>	<b>885</b>	<b>0</b>	<b>0</b>	<b>3,550</b>	<b>885</b>	<b>24.93</b>
Tororo - HCT	Civil	22	13	6	0	0	41	6	14.63
	Land	23	21	11	3	0	58	14	24.14
	Criminal	108	22	15	0	0	145	15	10.34
	Family	2	1	3	0	0	6	3	50.00
<b>Total</b>		<b>155</b>	<b>57</b>	<b>35</b>	<b>3</b>	<b>0</b>	<b>250</b>	<b>38</b>	<b>15.20</b>
Rukungiri - HCT	Civil	68	32	31	0	0	131	31	23.66
	Family	50	17	4	0	0	71	4	5.63
	Land	172	67	58	0	0	297	58	19.53
	Commercial	36	19	2	0	0	57	2	3.51
	Criminal	148	86	66	0	0	300	66	22.00
<b>Total</b>		<b>474</b>	<b>221</b>	<b>161</b>	<b>0</b>	<b>0</b>	<b>856</b>	<b>161</b>	<b>18.81</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	Total Case Backlog	%age Backlog
<b>Total</b>		<b>354</b>	<b>252</b>	<b>88</b>	<b>0</b>	<b>0</b>	<b>694</b>	<b>88</b>	<b>12.68</b>
<b>Iganga - HCT</b>	Civil	187	166	188	1	0	542	189	34.87
	Land	198	110	202	1	1	512	204	39.84
	Criminal	286	382	554	1	1	1,224	556	45.42
	Family	53	22	50	0	0	125	50	40.00
<b>Total</b>		<b>724</b>	<b>680</b>	<b>994</b>	<b>3</b>	<b>2</b>	<b>2,403</b>	<b>999</b>	<b>41.57</b>
<b>Bushenyi - HCT</b>	Civil	129	264	1	0	0	394	1	0.25
	Criminal	154	198	0	0	0	352	0	0.00
	Execution	7	6	0	0	0	13	0	0.00
	Family	84	37	0	0	0	121	0	0.00
	Land	117	134	0	0	0	251	0	0.00
<b>Total</b>		<b>491</b>	<b>639</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1,131</b>	<b>1</b>	<b>0.09</b>
<b>Kiboga - HCT</b>	Criminal	159	129	14	0	0	302	14	4.64
	Civil	19	17	0	0	0	36	0	0.00
	Family	31	3	0	0	0	34	0	0.00
	Land	158	103	0	0	0	261	0	0.00
<b>Total</b>		<b>367</b>	<b>252</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>633</b>	<b>14</b>	<b>2.21</b>
<b>Kitgum - HCT</b>	Criminal	138	198	10	3	0	349	13	3.72
	Commercial	8	4	1	0	0	13	1	7.69
	Civil	38	30	19	23	3	113	45	39.82
	Execution	2	1	0	0	0	3	0	0.00
	Family	9	17	2	0	0	28	2	7.14
	Land	51	135	20	14	4	224	38	16.96
<b>Total</b>		<b>246</b>	<b>385</b>	<b>52</b>	<b>40</b>	<b>7</b>	<b>730</b>	<b>99</b>	<b>13.56</b>
<b>Entebbe HCT</b>	Civil	77	0	0	0	0	77	0	0.00
	Commercial	1	0	0	0	0	1	0	0.00
	Criminal	191	0	0	0	0	191	0	0.00
	Land	925	0	0	0	0	925	0	0.00
	Family	242	0	0	0	0	242	0	0.00
<b>Total</b>		<b>1,436</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,436</b>	<b>0</b>	<b>0.00</b>
<b>Wakiso HCT</b>	Civil	67	0	0	0	0	67	0	0.00
	Criminal	319	0	0	0	0	319	0	0.00
	Land	1,086	0	0	0	0	1,086	0	0.00
	Family	457	0	0	0	0	457	0	0.00
<b>Total</b>		<b>1,929</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,929</b>	<b>0</b>	<b>0.00</b>
<b>Kasese - HCT</b>	Criminal	56	11	0	0	0	67	0	0.00
	Civil	65	53	0	0	0	118	0	0.00

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	Total Case Backlog	%age Backlog
	Execution	8	1	0	0	0	9	0	0.00
	Family	24	6	0	0	0	30	0	0.00
	Land	70	57	0	0	0	127	0	0.00
<b>Total</b>		<b>223</b>	<b>128</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>351</b>	<b>0</b>	<b>0.00</b>
<b>Lugazi HCT</b>	Criminal	226	0	0	0	0	226	0	0.00
	Civil	3	0	0	0	0	3	0	0.00
	Family	1	0	0	0	0	1	0	0.00
	Land	139	0	0	0	0	139	0	0.00
<b>Total</b>		<b>369</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>369</b>	<b>0</b>	<b>0.00</b>
<b>Patongo HCT</b>	Criminal	286	0	0	0	0	286	0	0.00
	Family	16	0	0	0	0	16	0	0.00
	Land	110	0	0	0	0	110	0	0.00
	Civil	13	0	0	0	0	13	0	0.00
<b>Total</b>		<b>425</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>425</b>	<b>0</b>	<b>0.00</b>
<b>Kumi HCT</b>	Criminal	56	0	0	0	0	56	0	0.00
	Civil	28	0	0	0	0	28	0	0.00
	Family	1	0	0	0	0	1	0	0.00
	Land	54	0	0	0	0	54	0	0.00
<b>Total</b>		<b>139</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>139</b>	<b>0</b>	<b>0.00</b>
<b>Grand Total for High courts</b>		<b>23,127</b>	<b>12,278</b>	<b>13,261</b>	<b>3,598</b>	<b>579</b>	<b>52,843</b>	<b>17,438</b>	<b>33.00</b>

**Table 44: Case Age at High Court Divisions as at 30th June, 2025**

Magistrate Courts	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
<b>Chief Magistrate Courts</b>	Criminal	13,727	13,997	2,799	1,215	17	31,755	4,031	12.69
	Civil	9,650	9,344	2,070	942	7	22,013	3,019	13.71
	Family	3,479	576	204	0	0	4,259	204	4.79
	Land	2,040	4,535	1,695	404	3	8,677	2,102	24.22
	<b>Total</b>	<b>28,896</b>	<b>28,452</b>	<b>6,768</b>	<b>2,561</b>	<b>27</b>	<b>66,704</b>	<b>9,356</b>	<b>14.03</b>
<b>Magistrate Grade I</b>	Criminal	8,432	4,263	1,374	95	0	14,164	1,469	10.37
	Civil	3,405	2,717	203	43	0	6,368	246	3.86
	Family	565	352	96	0	0	1,013	96	9.48
	Land	1,345	538	469	19	0	2,371	488	20.58
	<b>Total</b>	<b>13,747</b>	<b>7,870</b>	<b>2,142</b>	<b>157</b>	<b>0</b>	<b>23,916</b>	<b>2,299</b>	<b>9.61</b>
<b>Magistrate Grade II</b>	Criminal	27	11	0	0	0	38	0	0
	Civil	10	5	0	0	0	15	0	0
	Family	0	0	0	0	0	0	0	0
	Land	3	1	0	0	0	4	0	0
	<b>Total</b>	<b>40</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>		<b>42,683</b>	<b>36,339</b>	<b>8,910</b>	<b>2,718</b>	<b>27</b>	<b>90,677</b>	<b>11,655</b>	<b>12.85</b>

### ANNEX 3: Project Profiles

As one of the ways to support the implementation of the Strategic Plan VI, the Judiciary has developed two projects to be executed during the strategic planning period, namely: The Judiciary Infrastructure Development Project at a cost of UGX 510.765 billion and the Institutional Development Project for the Judiciary worth UGX 173.293 billion. The Judiciary Infrastructure Development Project concept was approved on 30-04-2025, while the Institutional Development Project Concept was approved on 06-02-2025. The project profiles are presented in Table 22 below.

**Table 1: Summary of project profile**

**Project Summary**

<b>Project Title</b>	Judiciary Infrastructure Development Project
<b>NDPIV Programme</b>	Administration of Justice Programme
<b>Implementing Agency</b>	101 Judiciary
<b>NDP PIP Code</b>	
<b>MoFPED PIP Code</b>	
<b>Location</b>	High Court, Headquarters
<b>Estimated Cost (Billions)</b>	510.765
<b>Total Expenditure on Project related interventions up to start of next NDP (Billions)</b>	
<b>Project Duration/ Lifespan (Financial Years)</b>	FY2025/26, FY2026/27, FY2027/28, FY2028/29, FY2029/30
<b>Officer Responsible (Title)</b>	Permanent Secretary/ Secretary to the Judiciary
<b>Project Introduction</b>	<p>The demand for Justice services continues to increase due to the growing population and improved awareness about justice services.</p> <p>Under the Sixth Judiciary Strategic Plan (JSPVI), the Judiciary, as part of its transformation agenda, aims to have a nationwide presence, including at least one Grade One Court in each county, a Chief Magistrate Court in each district/city, and several High Courts and Regional Courts of Appeal. Efforts have been made to achieve this aim, including the re-organisation of High Court Circuits and Magisterial areas</p>

through re-gazetting of courts. The re-gazetting and re-designation bring the total number of gazetted courts to 900 courts (Supreme Court, Court of Appeal, 7 High Court Divisions and 38 High Court Circuits, 157 Chief Magistrate Courts and 696 Magistrate Grade I Courts), with only 271 Courts being operational by the end of FY2024/25. Of these, the Judiciary owns 190 court buildings (70%), with a further 70 courts (26%) in rented premises, while 11 Courts (4%) are in Sub-County buildings.

In FY 2019/20, with assistance from the Government of Uganda, the Judiciary embarked on the construction of the Supreme Court and Court of Appeal building project (phase 1). The project included the construction of the Supreme Court and Court of Appeal building, 2 High Court buildings at Rukungiri and Soroti; 3 Chief Magistrate Court buildings at Alebtong, Lyantonde and Budaka, expansion of Moroto and construction of 3 Magistrate Grade One Court buildings at Abim, Patongo and Karenga.

By end of the FY2024/25 constructions were at different stages;

1. Supreme Court and Court of Appeal buildings were completed and commissioned by H.E the President on 18th April 2024;
2. Rukungiri High Court building was completed; Soroti High Court was at 85% completion; Tororo High Court was at 60% completion;
3. Budaka Chief Magistrates Court building was completed and handed over; Lyantonde Chief Magistrates Court was at 80% completion; Alebtong Chief Magistrates Court was at 60% completion;
4. Patongo Grade 1 court building was completed and handed over; Karenga Grade 1 was at 96% completion; Abim Grade 1 was at 65% completion.
5. Regional Courts of Appeal buildings at Gulu and Mbarara were at mobilization stage.

The Judiciary Infrastructure Committee has developed and incorporated modern standard designs in its current infrastructure plans. All new construction projects therefore shall address modern court demands including taking into consideration facilities for people with special needs.

Therefore, the Judiciary's plan for the construction of court buildings is in line with the above developments as well as directed towards saving money spent on rent and having in place appropriate court structures to bring services closer to the people. This includes decentralisation of services of the Court of Appeal, which will expedite handling of cases and appeal matters from the High Court Circuits and ultimately increase timely case disposal and reduce case backlog.

#### **Problem Statement**

The Judiciary still lacks presence in many parts of the country. This makes it costly and inconvenient for court users to access court services, especially in remote areas. To cover most of the country, the Judiciary has either built or rented private premises and transformed them into courts. 26% of its courts are in rented premises, resulting in an annual expenditure of 11.19 billion shillings (as of FY2024/25), which is quite costly.

In addition to this, many of these structures were constructed many years ago and as a result fail to keep up with the modern physical demands of a court, for example, facilities and space to support automation like ECCMIS, video conference and court

	<p>recording and transcription and cater for special needs groups like ramps, children-friendly and breastfeeding rooms.</p> <p>Furthermore, as Judicial officers are posted to hard-to-reach and hard-to-stay areas, they face challenges of accommodation and have to travel long distances to and from court. This results in various risks during transportation that affect the time the court operates.</p> <p>It's for these reasons that construction of courts as well as the construction of institutional houses need to be prioritised and invested in if the Judiciary is to offer efficient and effective Justice for all.</p>
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<b>Outcomes/ Outputs</b>	<p><b>Outcome:</b></p> <p>Increased access to frontline justice services from 56% in FY 2023/24 to 61% in FY 2029/30</p> <p><b>Expected Outputs:</b></p> <ul style="list-style-type: none"> <li>a) 4 Regional Court of Appeals constructed</li> <li>b) 11 High Courts constructed</li> <li>c) 15 Chief Magistrates' Courts constructed</li> <li>d) 30 Grade one Courts constructed</li> <li>e) 47 Institutional Houses in reach/difficult areas constructed</li> <li>f) Project coordinated and managed</li> </ul>
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<b>Estimated Project Cost (Billions)</b>						
<b>Outputs</b>	<b>FY2025/26</b>	<b>FY2026/27</b>	<b>FY2027/28</b>	<b>FY2028/29</b>	<b>FY2029/30</b>	<b>Total</b>
<b>4 Regional Court of Appeals constructed</b>	20.911	25.965	39.292	25.292	10.000	121.460
<b>11 High Courts constructed</b>	17.728	24.506	35.456	35.456	24.506	137.652
<b>15 Chief Magistrates Courts constructed</b>	19.121	18.121	23.121	22.121	17.421	99.905
<b>30 Magistrate Grade one Courts constructed</b>	12.831	24.648	34.648	28.999	26.922	128.048
<b>47 Institutional Houses at hard to reach/difficult areas constructed</b>	2.834	2.703	4.706	4.806	3.875	18.924
<b>Output 6: Project</b>	0.744	1.058	1.107	0.969	0.889	4.767

<b>managed and coordinated</b>						
<b>Total</b>	<b>74.169</b>	<b>97.001</b>	<b>138.33</b>	<b>117.643</b>	<b>83.613</b>	<b>510.764</b>
<b>Strategic Plan Projected Performance</b>						
<b>Outcome</b>	Indicator	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
<b>Outcome 1: Increased access to frontline justice services from 56.16% in FY 2023/24 to 61.16% in FY 2030/31</b>	Indicator 1: Percentage increase in coverage of justice services within a radius of 15kms	57.16%	58.16%	59.16%	60.16%	61.16%
<b>Output</b>	Indicator	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
<b>4 Regional Court of Appeals constructed</b>	Percentage of completion of Court of Appeal Courts constructed	10%	25%	50%	75%	100%
<b>11 High Courts constructed</b>	Percentage completion of High Court Circuits	10%	25%	50%	75%	100%
<b>15 Chief Magistrates Courts constructed</b>	Percentage completion of Chief Magistrate Courts	15%	30%	50%	75%	100%
<b>30 Grade one Courts constructed</b>	Percentage completion of Magistrate Grade I courts	15%	30%	50%	75%	100%
<b>47 Institutional Houses at hard to reach/difficult areas constructed</b>	Percentage of completion of Institutional Houses at hard to reach/difficult areas constructed	10%	25%	50%	75%	100%

#### Project Summary

<b>Project Title</b>	Institutional Development Project for Judiciary
<b>NDPIV Programme</b>	Administration of Justice Programme
<b>Implementing Agency</b>	101 Judiciary

<b>NDP PIP Code</b>	
<b>MoFPED PIP Code</b>	
<b>Location</b>	High Court, Headquarters
<b>Estimated Cost (Billions)</b>	173.293
<b>Total Expenditure on Project related interventions up to start of next NDP (Billions)</b>	
<b>Project Duration/ Lifespan (Financial Years)</b>	FY2025/26, FY2026/27, FY2027/28, FY2028/29, FY2029/30
<b>Officer Responsible (Title)</b>	Permanent Secretary/ Secretary to the Judiciary
<b>Project Introduction</b>	
<b>Situation Analysis</b>	<p>After the close of the Assistance to Judiciary System project (FY2015/16 to 2019/20), the Judiciary embarked on implementation of the Judiciary Retooling Project. The Judiciary Retooling project's focus was to improve efficiency and effectiveness in justice service delivery through enhancing case management, providing a conducive working environment and enhancing security and surveillance of court premises.</p> <p>As a result, the project contributed to improved case disposal rate from less than 49% in FY 2019/20 to 57.61% in FY 2024/25. To achieve this, its interventions centered around provision of transport equipment for courts, enhancing work environment, ensuring provision of utilities at courts and improving in security in and around courts.</p> <p>The acquisition of transport equipment aimed to ease movement of Judicial Officers to and from court, supervision and locus visits. The Judiciary procured 215 vehicles for Security, supervision and inspection and 189 Motor cycles were procured for process service.</p> <p>The enhancement of work/court environment aimed to improve the experience of delivering services to both Judiciary staff and courts users. This involved:</p> <ul style="list-style-type: none"> <li>i. Establishment of breast feeding and children playrooms to ease the strain of mothers especially breast feeding mothers accessing services at court.</li> <li>ii. Acquisition of assorted furniture for Chambers, offices and 74 Court Stations.</li> <li>iii. Installation of 13 Air conditioners.</li> <li>iv. To improve electricity supply at courts, the Judiciary installed alternative sources of power (generators and solar panels at different courts across the country).</li> <li>v. The Judiciary also procured and installed security equipment at courts to improve security. It procured and installed 19 walk-through machines, 42</li> </ul>

	<p>metal held detectors, 6 fire suppression systems and 6 CCTV Cameras for the Court Stations.</p> <p>The expansion and coverage of the Judiciary has created a need to provide more equipment and working tools for not only the existing courts but also those that have been envisioned and planned for.</p>
<b>Problem Statement</b>	<p>As the national population continues to increase at a growth rate of 2.9%, so does the demand for Judicial services. In addition to this, Government has embarked on a policy to expand Administrative Units by creating new cities, districts and municipalities. Functionality of these Administrative Units can not be complete without the establishment of appropriate courts at these respective levels.</p> <p>The Judiciary has embarked on a strategy to gazette, operationalise and construct courts so that it can be present in close proximity to these Administrative Units and as well as have presence upcountry.</p> <p>The enactment of The Judicature (Designation of High Court Circuits) Instrument, 2023, S.I No. 94 of 2023 and The Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2024, S.I. No. 11 of 2024 sees High Court Circuits increase by 90% and Magisterial areas by 92%.</p> <p>This increase in coverage attracts an increased demand for working tools and other essential office equipment to support the efficient and effective functionality of these courts.</p> <p>In addition to this, there are still courts, especially upcountry, that lack basic working tools and office equipment, while other courts have remained with the same old equipment that has since depreciated and broken down beyond repair.</p> <p>As the Judiciary also continues to improve the efficiency of its business processes by automating them, there is a need to procure additional software and hardware to support automation and the resultant improved service delivery.</p>
<b>Outcomes/ Outputs</b>	<p>Outcome:</p> <p>To increase disposal rate of cases from 56.7% in FY 2023/24 to 69.7% in FY2029/30.</p> <p>Expected Outputs:</p> <ul style="list-style-type: none"> <li>a) 1900 pieces of ICT equipment and systems procured</li> <li>b) 672 assorted transport equipment procured</li> <li>c) 90 Alternative Sources of Power procured</li> <li>d) 569 security systems and pieces of equipment procured</li> <li>e) 148 courts and offices furnished</li> </ul>

#### **Estimated Project Cost (Billions)**

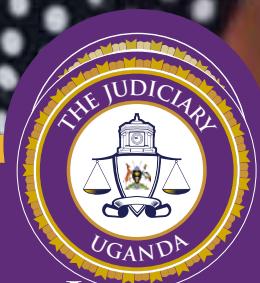
<b>Outputs</b>	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Sub-Total
<b>1900 pieces of ICT equipment and systems procured</b>	8.063	7.673	7.673	7.673	7.673	38.756
<b>672 assorted transport equipment procured</b>	21.080	20.655	21.450	21.580	21.785	106.550

<b>672 assorted transport equipment procured</b>	21.080	20.655	21.450	21.580	21.785	106.550
<b>90 Alternative Sources of Power procured</b>	1.590	1.640	1.475	1.370	1.455	7.530
<b>569 security systems and pieces of equipment procured</b>	2.744	2.194	2.194	2.194	1.641	10.967
<b>148 courts and offices furnished</b>	2.040	1.840	1.860	1.860	1.890	9.490
<b>Total</b>	<b>35.517</b>	<b>34.002</b>	<b>34.652</b>	<b>34.677</b>	<b>34.444</b>	<b>173.293</b>

#### Strategic Plan Projected Performance

Outcome	Indicator	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
<b>Outcome 1: To increase disposal rate of cases from 56.7% in FY 2023/24 to 69.7% in FY2029/30.</b>	Indicator 1: Disposal rate of cases	61.7%	63.7%	65.7	67.7%	69.7%
<b>Output</b>	<b>Indicator</b>	<b>FY2025/26</b>	<b>FY2026/27</b>	<b>FY2027/28</b>	<b>FY2028/29</b>	<b>FY2029/30</b>
<b>1900 pieces of ICT equipment and systems procured</b>	Number of ICT equipment and systems procured	420	370	370	370	370
<b>672 assorted transport equipment procured</b>	Number of assorted transport equipment procured	130	133	134	137	138
<b>90 Alternative Sources of Power procured</b>	Number of Alternative Sources of Power procured	19	19	19	19	14
<b>569 security systems and pieces of equipment procured</b>	Number of security systems and pieces of equipment procured	113	115	114	114	113
<b>148 courts and offices furnished</b>	Number of courts and offices furnished	30	30	30	30	28





## THE JUDICIARY

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**Tel:** +256 414 233 420/1/2/3 | **Toll-Free:** 0800 111 900 / 0417-892-900

**Email:** info@judiciary.go.u

**Website:** www.judiciary.go.ug



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## THE JUDICIARY

**TALK TO US:**

The Judiciary Headquaters  
Plot 2, The Square  
P.O.Box, 7085, Kampala Uganda  
Tel: +256 414 233420/1/2/3  
Fax: 256 414 344110  
✉ info@Judiciary.go.ug  
🌐 www.judiciary.go.ug  
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**September 2025**