



THE JUDICIARY **STRATEGIC PLAN**

FY 2025/26 - 2029/30
(JSPVI)

Strengthening Administration of Justice



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Foreword

The Judiciary, as one of the Arms of Government, is constitutionally mandated to uphold the rule of law, protect fundamental rights and freedoms, and administer justice to all without fear or favour. Over the years, the Judiciary has remained steadfast in delivering on this mandate despite rising caseloads, resource constraints, and the increasing complexity of justice needs across the country. The Sixth Judiciary Strategic Plan (JSPVI), FY2025/26 – FY2029/30, comes at a pivotal moment as Uganda advances the national transformation agenda articulated under Vision 2040 and the Fourth National Development Plan (NDPIV).

This Strategic Plan lays a robust framework for strengthening the administration of justice by building on progress achieved under previous plans while responding to persistent performance bottlenecks and emerging justice demands. It provides a clear strategic direction to enhance access to justice, improve court processes and case management, and reinforce the policy, legal, and institutional capacity of the Judiciary. Anchored in a strong Theory of Change and aligned with national, regional, and global development commitments including Sustainable Development Goal that focuses on "Peace, justice and strong institutions" (SDG 16), African Agenda 2063, and the East Africa Community Vision 2050, the Plan positions the Judiciary as a key driver of good governance, peace, and sustainable development.

The development of JSPVI was highly consultative and evidence-informed, drawing on insights from judicial officers, Administration of Justice Programme institutions, Civil Society Organisations, Development Partners, and the public. Findings from performance reviews, audits, and evaluations highlighted important gains like expansion of court infrastructure, increased court coverage, strengthened human capital, deployment of e-justice tools, improved user satisfaction, and significant reduction in case backlog. At the same time, they underscored areas requiring urgent investment, including digital transformation, workforce development, resource mobilisation, infrastructure modernisation, and strengthened integrity and accountability mechanisms.

JSPVI provides a comprehensive response to these challenges through seven transformative focus areas, a strong financing framework, a robust monitoring, evaluation and learning (MEL) system, and well-defined institutional arrangements. It also integrates gender and equity, environmental justice, disability inclusion, anti-corruption, and public accountability as central pillars for delivering a justice system that is people-centred and development-oriented.



The successful implementation of this Plan will require sustained commitment from all judicial officers and administrative staff, strong collaboration with Administration of Justice Programme (AJP) institutions, enhanced engagement with Development Partners, and constructive participation from the public and court users. The Judiciary remains committed to leading with integrity, embracing innovation, and ensuring that justice is delivered efficiently, effectively, and transparently.

I commend all stakeholders who contributed to the development of this Strategic Plan. Together, we shall continue to strengthen Uganda's justice system and advance the constitutional promise of justice for all.

A handwritten signature in blue ink, appearing to read 'Flavian Zeija'.

Flavian Zeija (PhD)
CHIEF JUSTICE

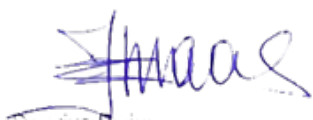
Preface

The Judiciary mandate to administer justice requires continuous transformation, innovation, and efficient management of public resources. The Sixth Judiciary Strategic Plan (FY2025/26–2029/30) provides a clear framework for addressing these imperatives and advancing the Judiciary performance over the medium term.

This Plan outlines strategic priorities aimed at improving court efficiency, enhancing access to justice, expanding institutional capacity, and strengthening accountability and integrity across all levels of the Judiciary. It responds to the evolving justice needs of citizens and aligns with the Administration of Justice Programme, the national development agenda and global commitments such as SDG 16.

As Accounting Officer, I reiterate the commitment of the Judiciary to prudent financial management, effective coordination across justice chain institutions, and regular performance reporting. The sustainability of this Plan will depend on strong partnerships, adequate resourcing, and consistent adherence to the values of professionalism, transparency, and service excellence.

I call upon all judicial officers, administrative staff, and stakeholders to embrace the implementation of this Plan with dedication and collective resolve. Together, we can build a Judiciary that is modern, efficient, trusted, and fully responsive to the justice needs of all Ugandans.



Pius Bigirimana, PhD (hc)

PERMANENT SECRETARY / SECRETARY TO THE JUDICIARY




Acknowledgment

The Judiciary acknowledges with deep appreciation all individuals and institutions that contributed to the development of the Sixth Judiciary Strategic Plan (FY2025/26–2029/30). I extend heartfelt gratitude to His Lordship the Chief Justice, whose guidance, leadership, and strategic direction shaped the priorities contained in this Plan. I also recognise the valuable contributions of the Deputy Chief Justice, Justices of the Supreme Court and Court of Appeal/Constitutional Court, Judges of the High Court, Planning Development and Finance Committee, Taskforce on the Development of JSPVI, Registrars, Magistrates, and administrative staff who participated in development, consultations, and validation processes of the plan.

Special appreciation goes to the National Planning Authority (NPA) for its technical support and for ensuring that the Plan conforms to national development frameworks. I also thank the Ministry of Finance, Planning and Economic Development for its input on alignment with the national resource envelope and financing framework.

I remain grateful to institutions under the Administration of Justice Programme, including the Judicial Service Commission, Office of the Director of Public Prosecutions, Law Development Centre, Uganda Police Force, Uganda Prisons Service, Ministry of Internal Affairs (Directorate of Community Service and Government Analytical Laboratory), Ministry of Gender, Labour and Social Development (Labour Justice and Juvenile Justice), Ministry of Local Government (Local Council Courts), Inspectorate of Government, Tax Appeal Tribunal, Kampala Capital City Authority, Justice Centers Uganda and Legal Aid Providers, whose collaboration enriched the content and direction of the Plan.

Finally, I acknowledge the contributions of civil society organisations, development partners, the private sector, and the public who shared insights and feedback during the drafting process. Their perspectives ensured that this Plan reflects the needs and aspirations of the people that the Judiciary serves.



HW Pamela Lamunu Ocaya
Ag. CHIEF REGISTRAR



Judiciary Top Management



Hon Justice Dr. Flavian Zeija
CHIEF JUSTICE



DEPUTY CHIEF JUSTICE



Hon. Lady Justice Jane Frances ABODO
PRINCIPAL JUDGE



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SECRETARY TO THE JUDICIARY**



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Acronyms and Abbreviations

ADR	Alternative Dispute Resolution
AI	Artificial Intelligence
AJA	Administration of the Judiciary Act
AJP	Administration of Justice Programme
CCAS	Court Case Administration System
CCTV	Closed Circuit Television
CID	Criminal Investigations Directorate
CJ	Chief Justice
CSOs	Civil Society Organisations
DCC	District Chain linked Committee
DCJ	Deputy Chief Justice
EAC	East African Community
ECCMIS	Electronic Court Case Management Information System
FY	Financial Year
GBV	Gender Based Violence
GIS	Geographic Information System
GOU	Government of Uganda
GPEA	Government Performance Evaluation and Accountability
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
HRM	Human Resource Management
ICT	Information and Communication Technology
IEC	Information, Education and Communication
JDMS	Judiciary Data Management System
JIAP	Judiciary Implementation Action Plan
JSC	Judicial Service Commission
JSPV	Fifth Judiciary Strategic Plan



JSPVI	Sixth Judiciary Strategic Plan
JTI	Judicial Training Institute
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MIS	Management Information System
MoFPED	Ministry of Finance, Planning and Economic Development
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NDPIV	Fourth National Development Plan
NGOs	Non-Governmental Organizations
NIRA	National Identification and Registration Authority
NSS	National Statistical System
ODPP	Office of the Director of Public Prosecutions
PBS	Programme Based Budgeting System
PET	Performance Enhancement Tool
PIAP	Programme Implementation Action Plan
PJ	Principal Judge
PMU	Project Management Unit
PNSD	Plan for National Statistical Development
PS/SJ	Permanent Secretary / Secretary to the Judiciary
RCC	Regional Chain Linked Committee
RRF	Results Reporting Framework
S.I	Statutory Instrument
SCP	Small Claims Procedure
SMEs	Small and Medium Enterprises
TB	Tuberculosis



UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings
ULII	Uganda Legal Information Institute
UN SDG	United Nations Sustainable Development Goals
UPF	Uganda Police Force
UPS	Uganda Prisons Service

Executive Summary

Introduction

The Sixth Judiciary Strategic Plan (JSPVI), covering FY2025/26–2029/30, presents a comprehensive roadmap aimed at addressing these constraints while consolidating institutional gains achieved under JSPV. It aligns with international and national development frameworks including NDP IV, Uganda Vision 2040, EAC Vision 2050, AU Agenda 2063 and the SDGs (particularly SDG 16). Through evidence-based prioritisation, the plan seeks to enhance institutional performance, strengthen public trust, and expand equitable access to justice, guided by the Judiciary's Vision of "Justice for All" and Mission "To efficiently and effectively administer justice."

JSPVI is geared towards ensuring a people-centered justice, efficiency, accountability, technological modernisation, and strategic partnerships. The plan has been developed through a participatory process involving consultations with judicial officers, justice chain institutions, civil society organisations, development partners, and court users to reach consensus on the strategic direction.

Achievements and challenges

During the implementation of the Fifth Judiciary Strategic Plan (JSPV), key achievements were registered including: increased disposal rate from 45% (FY2019/20) to 57.61% in (FY2024/25) and as a result case backlog has reduced case backlog from 48% (FY2019/20) to 24.2% (FY2024/25); increased Court coverage from 51% to 78.4% across the country; completed the construction of Supreme Court and Court of Appeal buildings; rolled out ECCMIS to 31 courts, and improved human resource capacity with the number of Judicial officers increasing from 378 to 705.

Gender and Equity Mainstreaming improved through implementation of the gender policy, appointment of members to the Human Capital Development, Gender and Equity Mainstreaming Committee, Establishment of child friendly facilities in courts, and conducting Juvenile and GBV special sessions. Overall, public trust and confidence in the Judiciary increased from 64% to 71% (LASPNET, 2024) during the JSPV aligning with 82% trust level reported in the National Governance, Peace and security survey FY 2024/25.

Despite these achievements, performance gaps continued to hinder justice service delivery. The major challenges included:



- i. Delayed completion of cases and case backlog where 190,793 cases were the pending caseload as of end of FY2024/25 and of those, 46,181 cases were backlog.
- ii. Staffing gaps. Despite restructuring of the staff structure Only 37% of the approved staff positions were filled which affected timely adjudication of cases.
- iii. Unsuitable Court infrastructure. Despite the increase in the coverage of courts, several courts operated in rented premises (40% of operational courts are in rented premises) that were not customised for court business compromising operational effectiveness. For example, rented premises lacked archives, proper holding cells, proper court halls and provision for ICT equipment.
- iv. Interference with judicial independence. In some instances, courts were unable to enforce court orders due to refusal by some stakeholders to respect the Court process; and interference in the execution process by highly placed people, especially RDCs, members of the armed forces and impudent politicians.
- v. Limited automation and integration of business processes. Majority of the courts were still using manual systems in management of cases as ECCMIS was operational in only 31 Courts out of operational 271 Courts while CCAS was operational in 104 Courts. Further to note, the automated services were not integrated with systems supporting critical processes in other institutions such as Prisons, Police, Office of the Director of Public Prosecutions, NIRA, Ministry of Lands, Housing and Urban Development affecting the sharing of information across relevant institutions.
- vi. Low wages for administrative staff. While the salaries of Judicial Officers were enhanced to reasonable levels, the administrative staff of the Judiciary still grapple with very little pay which affects their day-to-day livelihood and negatively impacts on their morale and output.

Strategic Direction

The JSPVI strategic direction was informed by the review of JSPV, NDP III midterm review, NDP IV strategic direction as well as SDGs, African Agenda 2063 and EAC Vision 2050. JSP VI is anchored on three overarching strategic objectives:

- i. Improve Court Processes and Case Management.
- ii. Enhance Equitable Access to Judiciary Services.
- iii. Strengthen the Policy, Legal, and Institutional Capacity of the Judiciary.

The Plan highlights the following areas as the key drivers for realisation of the Goal ***"A responsive and efficient Judiciary that guarantees equitable access to justice for all"***.

- i. **Promoting digital transformation and automation of court processes:** Roll out ECCMIS and CCAS, scale up the use of courtroom technology, integrate case management systems with other systems in relevant institutions and Integrate the use of Artificial Intelligence (AI) in Judiciary business processes.
- ii. **Improved Case Management:** Develop and implement Case Backlog reduction action plan, Develop and reform criminal and civil policy, legal frameworks, ADR expansion, legal aid, specialised handling of GBV, environmental and commercial cases and Strengthen supervision of Local Council courts.
- iii. **Enhancing Human Resource Development:** recruitment, capacity building, performance systems, research support teams, improved welfare.
- iv. **Strengthening Integrity and Accountability:** strengthen inspection, automate complaints mechanisms, service standards, public performance reporting.
- v. **Improve coverage of Judiciary services:** modernised infrastructure, mobile courts, specialised courts, transport and housing, archives, and digitised records.
- vi. **Strengthening strategic partnerships and resource mobilisation:** collaboration with AJP institutions, development partners, CSOs, academia, and private sector.
- vii. **Improving performance Management, Statistical development and Monitoring & Evaluation:** enhance data analytics, results-based management, real-time dashboards, project management.

Financing Framework and Strategy

Financing of Judiciary Strategic Plan will be anchored on statutory funding and leveraging support from Development Partners in a manner consistent with constitutional safeguards and institutional integrity that uphold the principle of judicial independence. The estimated cost of the plan over the five-year period is **UGX 4,185 Billion**, against three core objectives. A total of **UGX 1,444 Billion**, is allocated to improve case management processes, highlighting the Judiciary focus on reducing backlog, improving efficiency, and ensuring timely justice. Enhancing equitable access to Judiciary services is allocated **UGX 937 Billion**, while **UGX 1,802 Billion** is required for strengthening policy, legal and institutional capacity in the Judiciary. However, MTEF projections provide **UGX 2,586 Billion**, leaving a financing gap of **UGX 1,599 Billion**.

Institutional Arrangements for Implementation

Successful implementation of JSPVI will require coordinated leadership and oversight, clearly delineated roles, and inclusive participation led by the Chief Justice and Top Management members, supported by judicial officers and administrative staff. The



strategic oversight and leadership shall be as follows:

- (i) Chief Justice shall provide overall policy direction and strategic oversight.
- (ii) Deputy Chief Justice shall be responsible for ensuring compliance at the Court of Appeal/Constitutional Court.
- (iii) Principal Judge shall be responsible for ensuring compliance at High Court and lower Courts
- (iv) Permanent Secretary/Secretary to the Judiciary (PS/SJ) shall oversee budgeting, planning, and performance reporting. The Accounting Officer will ensure resource mobilisation and implementation of the Plan.
- (v) Chief Registrar shall ensure compliance in the operations of lower Courts.
- (vi) Inspectorate of Courts shall ensure compliance with service delivery standards in Courts.

Risk Planning and Management

The strategy provides a risk planning and management framework that ensures resilience against operational, financial, strategic, technological, legal, reputational, environmental, and external risks using a six-step cycle that includes identification, assessment, prioritisation, mitigation, monitoring, and reporting. The Judiciary will integrate risk management into governance, planning, audits, and performance reviews.

Monitoring, Evaluation and Learning (MEL) Framework

The Monitoring and Evaluation (M&E) arrangements for the Plan provide an organized framework for all stakeholders to undertake monitoring and evaluation, and reporting.

The framework is designed to mainstream a Results-Based Management (RBM) approach that will track implementation of strategic objectives, interventions and activities over the strategic period.

CHAPTER ONE: INTRODUCTION

1.1 Background

The Judiciary is one of the three Arms of Government, alongside the Executive and Legislature, mandated to administer justice regardless of social or economic status, uphold the rule of law, protect constitutional rights, and ensure justice for all. Its functions include adjudicating civil and criminal matters, interpreting the Constitution, promoting the observance of democratic principles, and ensuring accountability and transparency in the delivery of justice.

The Judiciary faces a number of challenges such as case backlog, limited human and financial resources, infrastructure gaps and delays in the resolution of disputes. These issues have a significant impact on the public's trust in the justice system and on the broader goals of governance, peace, and development. The Sixth Judiciary Strategic Plan FY 2025/26–2029/30 (JSPVI) provides strategic direction and aligns activities to the Fourth National Development Plan FY2025/26–2029/30 (NDPVI). It presents implementation arrangements for tackling the challenges and improve service delivery.

Recognizing the importance of performance monitoring and continuous improvement, the Judiciary has embraced institutional planning frameworks, such as the Judiciary Strategic Plan (JSP), and is aligning its operations with the National Development Plan (NDP) and Vision 2040. These initiatives underscore the need for strong monitoring and evaluation (M&E) systems to ensure that the Judiciary effectively delivers on its constitutional mandate and contributes to national development.

1.2 The Legal Framework for the Judiciary

1.2.1 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”*. Article 128(3) of the Constitution provides that all organs and agencies of the State shall accord to the courts such assistance as may be required to ensure the effectiveness of the courts. 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.

Objective II on democratic principles in the Constitution mandates that the state shall be based on democratic principles which empower and encourage the active participation of all citizens at all levels in their own governance. For the Judiciary, this means safeguarding democratic governance, adjudicating disputes and upholding citizens’ rights to participate on public affairs.

Objective V on fundamental and other human rights and freedoms underscores the importance of respecting, upholding and promoting human rights and freedoms. This is a core function for the Judiciary where citizens seek redress for violation of their rights.

1.2.2 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.

1.2.3 The Judicature Act, Cap. 16

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.

1.2.4 Other Legislations and Regulatory Frameworks

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
- 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 S.I 04/2025
- ix. The Administration of the Judiciary (Judiciary Service) Regulations, S.I No.26 of 2025
- x. The Administration of the Judiciary (Establishment of Committees) Regulations, 2023
- xi. The Administration of the Judiciary (Inspectorate of Courts) Regulations, 2023
- xii. The Administration of the Judiciary (Judicial Training Institute) Regulations, 2025.



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

The Judiciary is constituted by the various courts of judicature. Article 129(1) of the Constitution establishes the courts of judicature empowered to exercise Judicial power as follows:

- (a) the Supreme Court of Uganda;
- (b) the Court of Appeal of Uganda;
- (c) the High Court; and
- (d) such subordinate courts as Parliament may by law establish, including qadhis courts for marriage, divorce, inheritance of property and guardianship.

The Supreme Court, the Court of Appeal and the High Court of Uganda are the superior courts of record whose decisions bind all the other courts lower in rank.

Subordinate Courts include Magistrates Courts, Local Council Courts, qadhis courts for marriage, divorce, inheritance of property and guardianship, and tribunals such as those established under the Land Act, Cap. 227, Communications Act, Electricity Act, and Tax Appeals Tribunal Act, as well as the Industrial Court established under the Labour Disputes (Arbitration and Settlement) Act.

1.3.1 The Supreme Court

- (i) The Supreme Court is established under Article 130 of the Constitution as the highest Court in Uganda and the final court of appeal.
- (ii) The Supreme Court only decides cases on appeal from the Court of Appeal save for presidential election petitions, where the Supreme Court has original jurisdiction.
- (iii) Decisions of the Supreme Court form precedents that all the other courts are required to follow.
- (iv) The Supreme Court bench is constituted by the Chief Justice and not less than ten Justices.
- (v) A coram of the Supreme Court is formed by five Justices, while hearing civil and criminal appeals but when hearing appeals from decisions of the Constitutional Court, a bench of seven justices must be present.
- (vi) Administratively, the Supreme Court is headed by the Chief Justice who presides at each sitting and in his or her absence the most senior member in the coram presides.



1.3.2 The Court of Appeal / Constitutional Court

- (i) The Court of Appeal is established under Article 129 (1)(b) of the Constitution.
- (ii) The Court of Appeal is an intermediary between the Supreme Court and the High Court and has appellate jurisdiction over decisions of the High Court and some tribunals.
- (iii) The Court of Appeal is not a court of first instance and has no original jurisdiction, except when it sits as a Constitutional Court to hear constitutional matters.
- (iv) 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, constitutional applications are determined by a coram of five justices.
- (v) 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.
- (vi) Appeals and applications decided by the Court of Appeal can be appealed to the Supreme Court, but the Court of Appeal is the final court in Parliamentary and Local Government election petitions.
- (vii) The Court of Appeal of Uganda consists of the Deputy Chief Justice and 34 justices of Appeal.
- (viii) The Court of Appeal is constituted at any sitting of an uneven number not being less than three members of the court. The Deputy Chief Justice presides at each sitting of the Court and in his or her absence the most senior member of the Coram presides.
- (ix) The Deputy Chief Justice is the head of the Court of Appeal and in that capacity assists the Chief Justice in the administration of the Court of Appeal.
- (x) The Court of Appeal 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.
- (xi) The Court of Appeal determines constitutional legal questions referred to it by other courts and tribunals through constitutional references.
- (xii) When sitting as a Constitutional Court, the Court of Appeal consists of a bench of five members of the Court.
- (xiii) Appeals in constitutional matters from the decisions of the Constitutional Court are heard by a coram of seven Justices of the Supreme Court.



1.3.3 The High Court

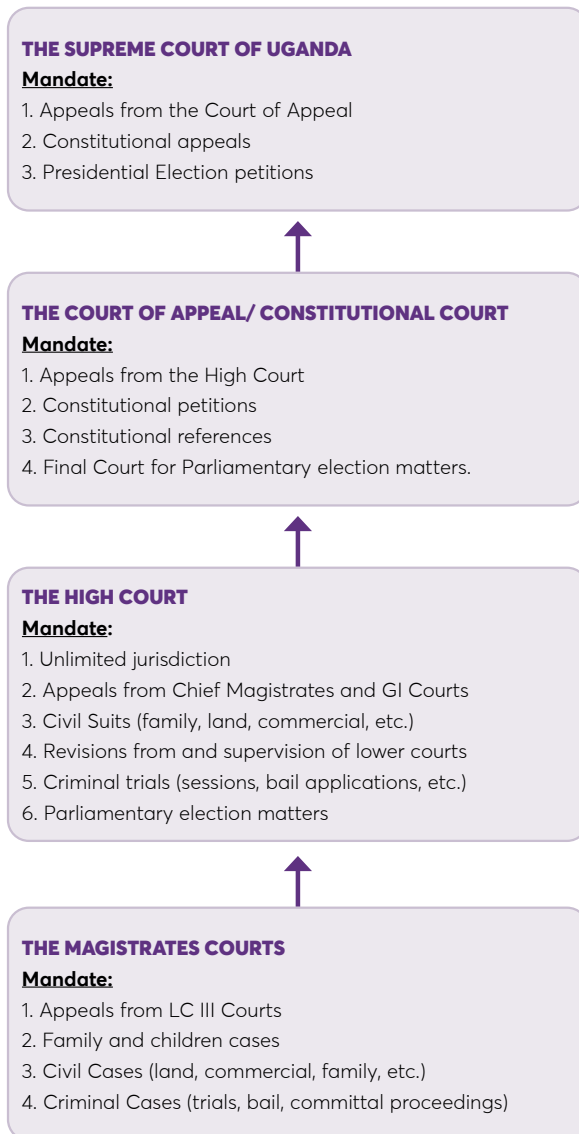
- (i) The High Court is created under Article 129(1) of the Constitution.
- (ii) The High Court is the third court of record in the order of hierarchy and has unlimited original and appellate jurisdiction, which means that it can determine any case of any value or try a crime of any magnitude arising within Uganda.
- (iii) Appeals from Chief Magistrates Courts, Magistrate Grade I Courts and some tribunals lie in the High Court.
- (iv) The High Court also has supervisory powers over Magistrate's courts and Local Council Courts through appeal and revisionary jurisdiction.
- (v) According to section 13 of the Judicature Act, the High Court of Uganda consists of the Principal Judge and such number of Judges as may be prescribed by Parliament. The approved Judiciary Service Structure has 150 Judges.
- (vi) The Principal Judge is the head of the High Court and in that capacity, assists the Chief Justice in the administration of the High Court and subordinate courts.
- (vii) In the day-to-day management of the High Court Circuits and Divisions, the Principal Judge is assisted by Head Judges at each of the courts.
- (viii) In order to ease access to justice the High Court has been decentralised into Divisions and Circuits, spread across the country.

1.3.4 The Magistrates Courts

- (i) Magistrates Courts are established under section 3 of the Magistrates Courts Act.
- (ii) The Magistrates Courts are subordinate courts whose decisions may be subject to revision by the High Court.
- (iii) The Magistrates Courts handle criminal trials for all offences whose sentences do not exceed life imprisonment, and civil cases whose subject matter does not exceed 50 Million shillings for Chief Magistrates and 20 Million Shillings for Magistrates Grade I.
- (iv) There are three levels of Magistrates Courts: Chief Magistrates, Magistrates Grade I and Magistrates Grade II. The approved Judiciary Service Structure has 160 Chief Magistrates and 674 Magistrates Grade I.
- (v) The Magistrates Courts are divided into Magisterial Areas which are administered by Chief Magistrates.
- (vi) The Chief Magistrates have general powers of supervision over all Magistrate

- Courts and Local Council Courts within their areas of jurisdiction.
- (vii) Chief Magistrate Courts determine appeals from Magistrate Grade II Courts and Local Council Courts. Appeals from decisions of the Chief Magistrates and Magistrates Grade I are determined by the High Court.
 - (viii) The current Magisterial Areas and Magistrates Courts are prescribed in the Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2024.

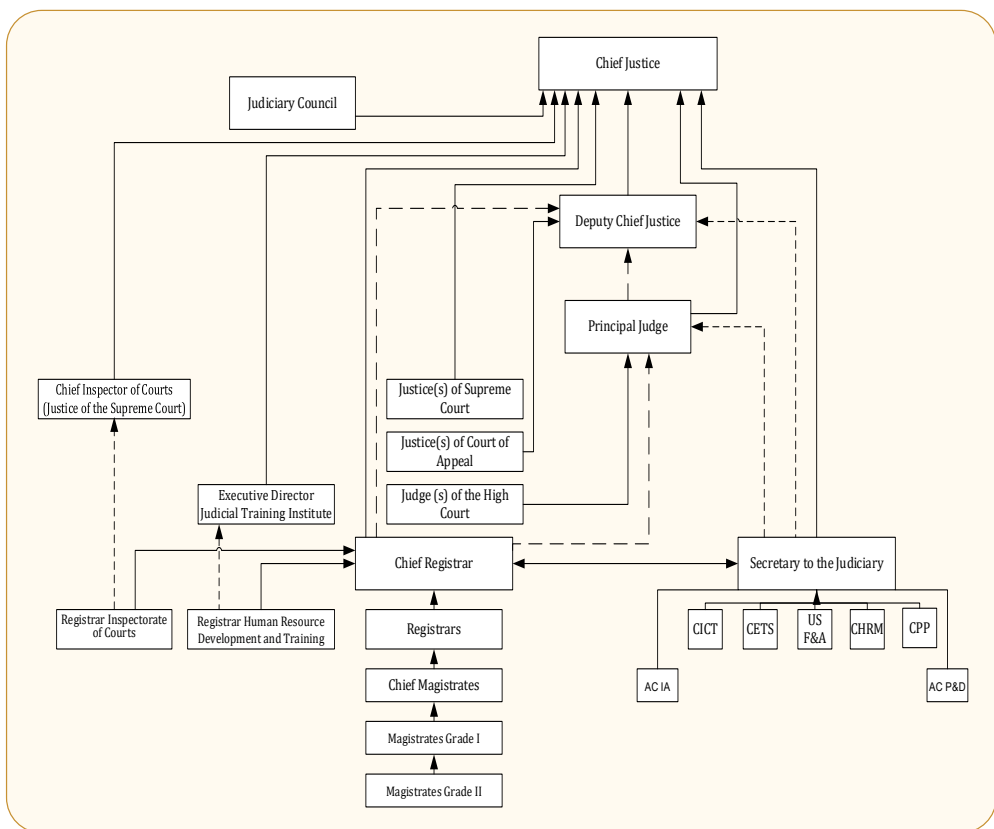
Figure 1: Structure and Hierarchy of the Courts of Judicature of Uganda



1.4 Administration of the Judiciary

- (i) The Judiciary maintains a Judiciary Service Structure required to realise its mandate.
- (ii) The Judiciary Service Structure is established by the Chief Justice on the advice of the Judiciary Council and in consultation with the Commission. The Structure is approved by Cabinet.
- (iii) The Judiciary Service Structure may be reviewed from time to time.
- (iv) The approved Judiciary Service Structure is summarised in Figure 2 below.

Figure 2: The Judiciary Service Structure



Source: *The Judiciary Human Resource Manual*

1.4.1 The Chief Justice

- (1) The Chief Justice is the head of the Judiciary and is responsible for the overall administration and supervision of all Courts in Uganda. He or she provides the link between the Judiciary and other arms of Government.
- (2) In the performance of the functions of the office, the Chief Justice is assisted



by the Deputy Chief Justice.

- (3) In accordance with Article 133 of the Constitution and section 3 of the Act, the Chief Justice has authority-
 - (a) to issue orders and directions to the courts necessary for the proper and efficient administration of justice;
 - (b) to assign work of a higher status or jurisdiction to any Judicial Officer other than Judges for a specified period of time;
 - (c) to establish performance and evaluation systems for the Judiciary; and
 - (d) to take any other action appropriate to the exercise of the powers specified in this section and any other laws.

1.4.2 The Deputy Chief Justice

- (1) The Deputy Chief Justice deputises for the Chief Justice.
- (2) The Deputy Chief Justice is the head of the Court of Appeal/Constitutional Court and in that capacity assists the Chief Justice in the administration of the Court.
- (3) The Deputy Chief Justice performs such other functions delegated or assigned to him or her by the Chief Justice.

1.4.3 The Principal Judge

- (1) The Principal Judge is the head of the High Court, and in that capacity, assists the Chief Justice in the administration of the High Court and subordinate courts.
- (2) The Principal Judge performs such other functions delegated or assigned to him or her by the Chief Justice.

1.4.4 The Secretary to the Judiciary

- (1) The Secretary to the Judiciary is appointed under Article 174 of the Constitution and section 17 of the Act.
- (2) The functions of the Secretary to the Judiciary are spelt out in section 17 of the Act and these are-
 - (a) organisation of the Judiciary;
 - (b) tendering advice to the Chief Justice in respect of the administration of the Judiciary;



- (c) implementing policies of Government;
 - (d) implementing the Judiciary Strategic Plan;
 - (e) managing the expenditure of public funds; and
 - (f) performing any other duties assigned to him or her by the Chief Justice, Deputy Chief Justice or Principal Judge.
- (3) In the performance of his or her duties, the Secretary to the Judiciary shall be answerable to the Parliament for all the funds disbursed to the Judiciary.
- (4) In accordance with Article 164 of the Constitution and section 17 of the Act, the Secretary to the Judiciary is the Accounting Officer of the Judiciary.
- (5) The Secretary to the Judiciary is responsible for controlling the regularity and proper use of money appropriated to the judiciary, authorising any commitment made by the Judiciary vote and controlling the resources received, held or disposed of by the Judiciary in accordance with section 45 of the Public Finance Management Act.
- (6) The Secretary to the Judiciary is deputised by the Under Secretary and is supported by the Heads of Department and Units.

1.4.5 The Chief Registrar

- (1) The office of the Chief Registrar is created by Article 145 of the Constitution and section 15 of the Act.
- (2) The functions of the Chief Registrar are provided for under section 15 (2) of the Act which are-
- (a) to perform of judicial functions vested in him or her under the law;
 - (b) to give effect to policies and directions of the Chief Justice, Deputy Chief Justice and Principal Judge;
 - (c) to effectively oversee judicial operations of all courts of judicature;
 - (d) to monitor and enhance the quality of services and official procedures;
 - (e) to communicate with Government and the public on matters relating to the Judiciary and any other matters of Government interest;
 - (f) to implement the judicial activities in the Judiciary Strategic Plan;
 - (g) to assist the Chief Justice, the Deputy Chief Justice and the Principal Judge in facilitation and supervision of the Courts;
 - (h) to link the Judiciary and the Commission on appointments, promotions and disciplinary matters relating to Registrars and Magistrates; and
 - (i) to perform any other duties assigned to him or her by the Chief Justice, Deputy Chief Justice or Principal Judge.



- (3) In accordance with section 15 (2)(a) of Act, the office of the Chief Registrar exercises other judicial functions vested by other laws and regulations including enrolling and licensing of advocates, licensing and disciplining of court bailiffs and safe custody of wills and testaments.
- (4) The Chief Registrar is assisted by Registrars, Deputy Registrars, Assistant Registrars and Chief Magistrates.

1.4.6 Other Organs of the Judiciary

1.4.6.1 The Judiciary Council

Section 4 of the Act establishes the Judiciary Council whose mandate is to advise the Chief Justice on -

- (a) policies for planning and development of the Judiciary;
- (b) ethics and integrity within the Judiciary;
- (c) ways and means of securing adequate funding for the Judiciary;
- (d) matters relating to personnel or staff development and welfare;
- (e) improvement of the administration of justice;
- (f) policies for the continuous monitoring and evaluation of the Judiciary; and
- (g) any other matter relating to the administration or operation of the Judiciary.

1.4.6.2 The Committees of the Judiciary

- (1) Section 6 of the Act empowers the Chief Justice to establish Committees to perform functions and duties as may be prescribed by the Chief Justice.
- (2) The Committees are set out in the Administration of the Judiciary (Establishment of Committees) Regulations, 2023.

1.4.6.3 The Judicial Training Institute

- (1) The Institute is established under section 19 of the Act for purposes of providing specialised and continuous education to the Judiciary Service.
- (2) The Institute is mandated to provide training to any other person or institution approved by the Director of the Institute.
- (3) The Institute has a Governing Council that is responsible for its policy direction.
- (4) The Institute has a Director who manages its training programs and coordination of national and international stakeholders; as well as a Registrar in charge of its day-to-day activities such as research, training and



law reporting.

1.4.6.4 The Inspectorate of Courts

- (1) Section 8 of the Act establishes the Inspectorate of Courts headed by a Chief Inspector of Courts designated by the Chief Justice from among the Justices of the Supreme Court.
- (2) The Inspectorate consists of the Chief Inspector of Courts, a registrar, deputy registrars, assistant registrars, magistrates and administrative and other staff of the Judiciary designated by the Chief Justice in accordance with section 3 of the Act.
- (3) The Inspectorate of Courts is headed by the Chief Inspector of Courts designated by the Chief Justice from among the Justices of the Supreme Court.
- (4) The functions of the Inspectorate are-
 - (a) to receive and process complaints against any staff of the Judiciary;
 - (b) to investigate cases of mal-administration of justice;
 - (c) to examine and take custody of any judicial administration records necessary for its investigations;
 - (d) to recommend appropriate remedial action to correct cases of mal-administration in Judiciary;
 - (e) to interface with and sensitise stakeholders and the public on the administration of justice;
 - (f) to enforce the Judicial Code of Conduct, Public Service Code of Conduct and the Judiciary Service Code of Conduct; and
 - (g) to produce quarterly reports of the inspection work to the Chief Justice.

1.4.7 The Judiciary Management Structure

1.4.7.1 Top Management

- (1) The Top Management is responsible for the strategic direction and administration of the Judiciary.
- (2) The Top Management comprises of the Chief Justice as the head of the Judiciary Service as provided in Article 133(1)(a) of the Constitution, the Deputy Chief Justice, the Principal Judge, the Secretary to the Judiciary and the Chief Registrar.

1.4.7.2 Senior Management

- (1) The Senior Management is responsible for the implementation of the decisions taken by Top Management and day-to-day operations of the Judiciary.
- (2) The Senior Management comprises of the Secretary to the Judiciary, the Chief Registrar, Registrars and Heads of Department.
- (3) The members of the Senior Management are required to raise the matters arising from the Courts, Registries, Departments or Units to the Senior Management Committee.
- (4) The members of the Senior Management are required to disseminate the appropriate information to the Courts, Registries, Departments and Units.

1.5 The Global, Regional and National Development Policy Context

1.5.1 The Global and Regional Development Policy context

The Judiciary of Uganda plays a pivotal role in advancing National, Regional, and International development goals by upholding the rule of law, promoting justice, and safeguarding human rights. Its mandate and reform priorities are closely aligned with key global frameworks such as the United Nations Sustainable Development Goals (SDGs), the African Union's Agenda 2063 (A2063) and the East African Community Vision 2050 (EACV2050).

Additionally, the Judiciary contributes to the realisation of universal legal and governance standards articulated in the Universal Declaration of Human Rights (UDHR) and the Commonwealth Charter. This alignment ensures that Uganda's judicial system not only responds to domestic legal needs but also contributes meaningfully to broader aspirations for peace, inclusive governance, gender equality, innovation, and sustainable development. The matrix below illustrates how various thematic priorities of the Judiciary correspond with these Regional and Global frameworks.

Table 1: Alignment of Uganda's Judiciary with Regional and Global Development Frameworks

Priority Area	SDGs	A2063	EACV2050	UDHR	Commonwealth Charter
Rule of Law and Access to Justice	SDG 16: Peace, justice & strong institutions	Aspiration 3: Rule of law and human rights	Pillar: Good governance	Article 6, 7, 10: Right to equality, fair hearing	Commitment to rule of law and access to justice
Judicial Independence & Institutional Strengthening	SDG 16.6: Accountable institutions	Aspiration 3: Effective institutions	Strategic pillar: Judicial reforms	Article 8: Right to effective remedy	Judicial independence as key value
Gender and Child Justice (Family & Juvenile Courts)	SDG 5: Gender equality; SDG 16.2: End violence	Aspiration 6: Empower women & youth	Human Development pillar	Article 2 & 16: No discrimination; family protection	Gender equality and protection of children
Anti-Corruption & Integrity	SDG 16.5: Reduce corruption	Aspiration 3: Culture of accountability	Promote transparency & reduce corruption	Article 21: Equal protection of law	Emphasizes anti-corruption
Alternative Dispute Resolution (ADR)	SDG 16.3: Equal access to justice	Aspiration 3: Legal reforms for informal justice	Legal innovation to reduce backlog	Article 8: Right to remedy	Promote community-level justice

Priority Area	SDGs	A2063	EACV2050	UDHR	Commonwealth Charter
Judicial Training and Capacity Building	SDG 4: Quality education	Aspiration 6: Human capital development	Public sector training programs	Article 26: Right to education & capacity	Supports skill development in public service
ICT and E-Justice	SDG 9: Innovation & infrastructure	Aspiration 1: Technological development	EAC Digital Transformation	Article 21: Access to public services	Digital inclusion principle
Human Rights and Constitutionalism	SDG 10: Reduce inequalities; SDG 16	Aspiration 3: Human rights focus	Support legal reforms & constitutionalism	Entire UDHR is relevant	Core to Commonwealth values
Environmental & Land Justice	SDG 13: Climate action; SDG 15	Aspiration 7: Environmentally resilient Africa	Sustainable natural resource management	Article 25: Right to a healthy environment (interpreted)	Environment and sustainability Paris Agreement Article 2: Strengthen climate justice and institutions
Justice for Economic Development (Commercial Courts)	SDG 8: Decent work & economic growth	Aspiration 1: Inclusive growth	Support investment climate through efficient judiciary	Article 17: Right to own property	Transparent and predictable legal systems



1.5.2 The National Development Policy Context

The Judiciary operates within a robust national development policy framework that recognises justice and the rule of law as essential foundations for good governance, inclusive growth, and sustainable development. At the core of this framework is the Uganda Vision 2040, which underscores the importance of strong institutions and legal systems in driving national transformation. The Vision emphasises the need for an independent, efficient, and accessible Judiciary to support economic development, safeguard citizens' rights, and create a conducive environment for investment and stability. Complementing this long-term Vision is the Fourth National Development Plan FY2025/26 – FY2029/30 (NDPIV), which identifies the Administration of Justice as a critical Programme in strengthening good governance, security, and the role of the state in development. The NDPIV acknowledges the Judiciary's role in advancing access to justice, combating corruption, and improving public service delivery through reforms such as reducing case backlog, digitalizing court processes and decentralising judicial services.

Further reinforcing this policy context is the NRM Ten Point Programme, which laid the ideological foundation for restoring the rule of law, judicial independence, and human rights protection in post-conflict Uganda. The Judiciary's transformation agenda is also aligned with the Comprehensive National Development Planning Framework (CNDPF), which provides a structured approach to linking administration of justice reforms with national development goals. Through instruments like the Administration of Justice Programme, the Judiciary is supported in promoting institutional coordination, legal aid access, and people-centered service delivery. Additional frameworks such as the National Human Rights Action Plan, Anti-Corruption Strategy, ICT Programme Strategy, and National Gender Policy further guide the Judiciary's transformation towards a more responsive, inclusive, and technologically advanced institution. These alignments strengthen the Judiciary's constitutional mandate while enabling it to contribute meaningfully to Uganda's long-term development aspirations.

1.6 Purpose of the plan

The purpose of this plan is to provide a strategic framework to guide the Judiciary in fulfilling its constitutional mandate and development obligations over the planning period. It outlines the Judiciary's priorities, objectives, and key interventions aimed at enhancing access to justice, strengthening judicial independence, improving institutional performance and contributing to National, Regional and Global development goals. This plan also serves as a tool for accountability, resource mobilisation and coordination among the Administration of Justice Programme actors and Development Partners. It ensures that the Judiciary's programs are aligned with Uganda Vision 2040, the NDPIV, the Administration of Justice

Programme, and other relevant National Policies and International Frameworks. Ultimately, the plan aims to create a more efficient, transparent, and people-centered justice system that upholds the rule of law and protects the rights of all Ugandans.

1.7 The Process of Developing the Strategic Plan

The development of this Strategic Plan followed a participatory, inclusive, and evidence-informed process to ensure that it reflects the priorities, expectations, and realities of the Judiciary and its stakeholders. The process began with a comprehensive review of the Judiciary's past performance, including the implementation status of the previous Strategic Plan (JSPV), achievements, challenges and lessons learned. This review informed the identification of strategic gaps and opportunities for improvement.

Extensive stakeholder consultations were held with judicial officers, staff, and justice chain institutions under the Administration of Justice Programme, Development Partners, Civil Society organisations, and representatives from the private sector and the general public. These engagements provided critical insights into emerging justice needs, expectations for reform, and areas requiring policy and institutional alignment. The process was also guided by a review of key National and Global Development Frameworks, including Uganda Vision 2040, NDPIV, Agenda 2063, the SDGs, and relevant constitutional and legal provisions. The resulting plan is therefore grounded in both evidence and broad consensus, ensuring its legitimacy, ownership, and implementability.

1.8 The Structure of the Strategic Plan

This plan is structured into nine chapters: Chapter 1 introduces the plan's background, legal framework, governance, and development process. Chapter 2 presents a situation analysis, including performance review, SWOT analysis, and emerging issues. Chapter 3 outlines strategic direction, vision, mission, goal and objectives. Chapter 4 details the financing framework and resource strategies. Chapter 5 defines institutional arrangements for implementation. Chapter 6 covers the communication and feedback strategy. Chapter 7 addresses strategic risks and mitigation measures. Chapter 8 outlines the monitoring and evaluation framework. Chapter 9 provides project profiles supporting the plan's objectives

CHAPTER TWO:

SITUATION ANALYSIS

2.1 Introduction

The Judiciary operates in a dynamic legal, socio-economic, and political environment that directly influences its capacity to uphold the rule of law, dispense justice, and promote constitutionalism. As an Arm of Government, the Judiciary remains a critical pillar in fostering good governance, human rights, and sustainable development. This situational analysis provides a comprehensive assessment of the internal and external environment within which the Judiciary functions, with a view of informing the formulation of the Sixth Strategic Plan FY2025/26–2029/30. The analysis draws from multiple sources including the Mid-Term Review (MTR) and End-Term Review (ETR) of the third National Development Plan (NDP III), performance reviews of the Judiciary, the Mid-Term Review of the Judiciary Strategic Plan FY2020/21–2024/25 (JSPV), as well as Programme and institutional reports. These reviews highlight both the progress achieved and the persistent systemic and operational challenges that must be addressed moving forward.

This chapter synthesizes emerging trends in the justice programme, key policy shifts, resource constraints, technological advancements, and stakeholder expectations. It also identifies institutional reforms that have significantly contributed to enhancing access to justice, reducing case backlog, and promoting judicial independence. To provide a structured understanding of the Judiciary's position and preparedness for the next strategic cycle, a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is also undertaken. This helps to contextualize the Judiciary's internal capabilities and external pressures and will inform the prioritization of strategic interventions that are both responsive and transformative. The situational analysis thus lays the foundation for a results-oriented, evidence-based, and development-aligned strategic plan that is geared toward contributing meaningfully to the achievement of Uganda Vision 2040 and the governance objectives of NDP IV.

2.2 Performance of the Fifth Judiciary Strategic Plan (JSPV)

This section presents outcome-level and output-level performance results across the seven strategic objectives, highlighting achievements in expanding access to justice, improving case disposal efficiency, reducing backlog, and strengthening public confidence in the courts.

2.2.1 Outcome Level Performance Review

The analysis of the implementation of the Fifth Judiciary Strategic Plan FY2020/21–2024/25 (JSPV) was conducted to assess progress of both outcome and output indicators across the Plan's seven strategic objectives. The key result areas are discussed in detail below:

- (i) **Increased coverage of Judiciary services:** Progress was evident in expanding access to justice. Notably, the Judiciary increased areas with operational courts from 51.00% in FY2019/20 to 78.41% in FY2024/25. The number of operational High Court Circuits increased from 14 to 29 of the 38 gazetted courts following the review of the Judicature (Designation of High Court Circuits) Instrument while the proportion of districts with operational Chief Magistrate Courts increased from 54% in FY2019/20 to 67% exceeding the 65% target in FY2024/25 and Only 22 of 86 Magistrates Grade I courts were operationalised during the strategic period, achieving just 26% of the target. This was done in line with the revised Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument having each district as a Magisterial Area. However, the target for operational Regional Courts of Appeal (50%) was not met, although the Judicature Act was amended to increase the number of Justices of Court of Appeal from 15 Justices to 35 Justices including the Deputy Chief Justice to cater for the Regional Courts of Appeal.
- (ii) **Increased productivity of Judicial Officers:** This focused on the average number of cases disposed of per judicial officer. Overall, a judicial officer completed an average of 478 cases in FY2024/25 against the target of 440 cases in FY2024/25. Productivity improvements were supported by the adoption of plea bargaining, daily hearings of criminal cases, backlog reduction sessions, mediation, Small Claims Procedure and the Electronic Court Case Management Information System (ECCMIS). During the implementation period the caseload increased by 50% from 302,223 cases in FY2019/20 to 450,124 cases in FY2024/25.
- (iii) **Increased speed of case disposal:** Overall, the disposal rates at the Courts increased from 45% FY2019/20 to 57.61% in FY2024/25 demonstrating improved efficiency in handling high caseload. In addition, the Judiciary recorded a considerable increase in the clearance rate from 83.21% in FY2019/20 to 93.74% in FY2024/25 indicating to a notable improvement in handling newly filed cases. This is attributed to the increased staffing, redistribution of workloads following the operationalization of new courts and the application of innovative mechanisms of case disposal like plea bargaining, daily hearings of criminal cases, backlog reduction sessions, mediation, and Small Claims Procedure plea bargaining, daily hearings of criminal cases, backlog reduction sessions, mediation, Small Claims Procedure and the Electronic Court Case Management Information System



(ECCMIS) that has streamlined case management processes.

- (iv) **Reduced lead times in case disposal:** The Courts recorded a considerable reduction in the time taken to dispose of a case from an average of 1,164 days (3 years and 2 months) to 934 days (2 years and 7 months). This was attributed to the additional appointment of Judicial Officers, out of station sessions held across regions, enhanced monitoring and supervision of court operations, automation of court processes through ECCMIS, CCAS, video conferencing, court recording and transcription. However, 1,794 cases were above 10 years in the court system of which the majority were land cases.
- (v) **Reduced case backlog:** Despite increase in case registration during the period, the Judiciary was able to reduce backlog. Overall, the courts recorded a remarkable improvement in reducing case backlog from 48.00% in FY2019/20 to 24.20% in FY2024/25. This accounts for half of the backlog status in FY2019/20 and also a 3.8% improvement from the target of 28% in FY2024/25. Notably, the Magistrates Court recorded 7.88% backlog which demonstrates the impact of the mass recruitment of Magistrates. However, the percentage of backlog remained relatively high at the Supreme Court (45.29%), Court of Appeal/Constitutional Court (52.80%), the High Court Divisions (29.42%) and High Court Circuits (33.00%).

In an effort to reduce case backlog at High Court, Government was in advanced stages of concluding the amendment of the Magistrates Court Act. Cap.19 to increase the pecuniary jurisdiction for Chief Magistrates and for Magistrates Grade 1. Cabinet approval had been secured and only a Certificate of Financial Implication was pending from the Ministry of Finance Planning and Economic Development. The amendment is intended to address case backlog at High Court by allowing Magistrates' Courts to hear matters that would otherwise be within the jurisdiction of the High Court.

- (vi) **Increased satisfaction of court users:** This outcome showed notable success, with 71% of court users expressing high to very high confidence in the courts, surpassing the 64% target. This is in align with the remarkably high level of trust in the courts of 82% as provided in the National Governance Peace and Security Survey FY2024/25. This improvement is linked to increased public awareness of court processes, institutional reforms such as ECCMIS, the expansion of ADR mechanisms, and improved access to justice through the establishment of more courts. However, it was observed that the limited translation of court processes in local languages and the perception that Judicial processes are complex still remain a challenge.

2.2.2 Output level performance

Strategic Objective 1: To enhance equitable access to Judiciary services

This objective focused on enhancing equitable access to Judiciary services throughout Uganda by improving physical infrastructure, expanding functional access, and promoting people-centered service delivery. Key achievements include the successful development and implementation of the standardisation of Courts, completion of key buildings such as the Supreme Court and Court of Appeal, and the provision of adequate furniture to numerous courts. Additionally, fifteen (15) additional High Court Circuits were operationalized increasing the number from 14 to 29 courts while the number of operational Chief Magistrates Courts increased from 80 to 91 courts.

Despite these gains, significant challenges persist, especially in completing ongoing infrastructure projects like institutional housing in hard to reach and hard to stay areas. The establishment of specialised courts and accessibility initiatives for persons with disabilities, including sign language and Braille services, remained limited. Furthermore, efforts to set up information desks, suggestion boxes, and e-boards to enhance public engagement were not fully materialised. To address these gaps, the next strategic plan should prioritize sustainable funding, accelerate land acquisition, process land titles, strengthen monitoring, and foster inclusivity, while leveraging public-private partnerships and renewable energy solutions to ensure continuous and equitable access to Judiciary services.

Strategic Objective 2: To Improve court processes and case management

Significant progress was made in: reviewing, developing and disseminating regulations, rules and practice directions to give effect to the provision of the Administration of the Judiciary Act and streamlining court processes and procedures; enhancing access to legal resources through e-libraries; and meeting case disposal targets at multiple court levels, including the High Court and Chief Magistrate Courts. Regular court inspections and stakeholder engagements also contributed to improved judicial oversight and collaboration. During the implementation period courts registered increase in case disposal from 130,869 cases in FY2019/20 to 259,331 cases in FY2024/25, rolled out Small Claims Procedure to additional 91 courts trained and accredited 446 court mediators at the different court levels and conducted National Court Case Census to have accurate and reliable data at all court stations.

However, the Judiciary faced considerable challenges impacting full realisation of its goals. Supreme Court and Court of Appeal fell short of disposal targets due to high caseloads and limited number of Justices. Critical gaps were also observed in meeting the target for transport equipment, hindering court mobility especially for procurement of boats for the island areas. Inspectorate functions were constrained



by lack of operational regional offices, while coordination forums such as the RCC and DCC meetings were inconsistently held. Addressing these challenges through improved resource allocation, regulatory review, and capacity building will be essential to enhance judicial efficiency and case management.

Strategic Objective 3: To strengthen the use of information and communication technology in administration of justice

This objective focused on strengthening the use of information and communication technology (ICT) in the administration of justice. The Judiciary completed the development of ECCMIS and commenced its roll out to Courts. By the end of FY2024/25, ECCMIS was operational in 31 Courts including Supreme Court, Court of Appeal/Constitutional Court, 7 High Court Divisions, 5 High Court Circuits, 11 Chief Magistrate Courts and 6 Magistrate Grade One Courts. The operationalisation of ECCMIS also resulted into commencement of e-court fee payments, reduction in person-to-person contact hence mitigating corruption incidences and improvement in filing rates. To enhance e-justice, the Judiciary installed 20 video conferencing systems in 20 Courts and 19 prisons for online hearing of cases.

To free Judicial Officers from rigorous writing during court sessions, the Judiciary acquired court recording and transcription equipment. In addition, the Judiciary commenced development of judgement writing tool to quicken and improve judgment writing.

However, ICT systems such as ECCMIS, CCAS, internet connectivity, digital court recording and video conferencing still had limited coverage compared to the number of operational courts. The ICT Policy that aims at supporting the operationalisation of the Judiciary's ICT Vision and ensure robust digital governance had not yet been finalised.

Strategic Objective 4: To develop and support the Judiciary workforce and institutional capacity

This objective focused on developing and supporting the Judiciary workforce and institutional capacity. The Judiciary finalised the review and approval of the Judiciary staffing structure by Cabinet resulting into increased number of Judiciary staff, improvement in staff emolument and retirement benefits for Judicial Officers. Other key achievements included provision of health insurance for all Judiciary staff, recruitment and deployment of Judicial Officers and other staff of the Judiciary.

By the end of the FY2024/25, the Judiciary had filled 59% of the revised staffing structure for Judicial officers and 26% for administrative staff.

Other notable achievements include training of Judicial and non-judicial staff, complemented by effective staff wellness initiatives, including 100% rollout of



HIV/AIDS support to staff living with HIV/AIDS and implementation of anti-sexual harassment policy. The Judiciary also maintained court infrastructure and fleet creating an enabling environment for adjudication.

Nonetheless, several challenges hindered full realisation of the objective. Notably, delays in recruitment of administrative staff to support Judicial Officers to execute their duties, implementation delays in records automation and gaps in occupational health and safety.

Strategic Objective 5: To improve coordination, partnerships and accountability

The objective aimed to enhance operational efficiency within the Judiciary by fostering stakeholder coordination, building strategic partnerships, and strengthening accountability mechanisms. Key achievements included full operationalisation of the Judiciary Council that advises the Chief Justice on policy and oversight matters and the development of regulations that operationalise the provisions of the Administration of Judiciary Act, Cap 4. Additionally, the Judiciary operationalised the Administration of the Judiciary (Establishment of the Committees) Regulations, 2023, necessary for effective administration of the Judiciary.

During the implementation period, the Administration of Justice Programme was established with the Judiciary as the lead institution to strengthen collaboration and coordination in line with the Government programmatic approach to planning and budgeting.

To enhance accountability, the Judiciary prepared and published Five (5) Annual Performance Reports in line with Section 38 of the AJA to present the state of Judiciary affairs. In addition, the Judiciary completed the development of PET that is aimed at assessing performance of Judicial Officers and administrative staff against set targets, rollout to pilot courts and training of users. However, some implementation gaps were noted, such as limited rollout and usage of the Performance Enhancement Tool (PET) and biometric attendance systems.

Strategic Objective 6: To improve public awareness and image of the Judiciary

This objective focused on improving the Judiciary's image and public understanding of its role through participatory engagement, strategic communication, and brand promotion.

The Judiciary commenced the development of the Communications Strategy to improve the communication capacity of the Judiciary, strengthen communications and feedback mechanisms and improve coordination of communications and public engagements.



The Judiciary held the first ever National Court Open Day at Kololo Ceremonial grounds to engage the public and demystify court processes and procedures. The Judiciary further sensitised the public through radio (323 shows) and TV talk shows (236 shows), disseminated informational and promotional materials to all court jurisdictions and maintained and updated its social media communication platforms consistently, ensuring transparency and timely information flow. These efforts significantly improved the visibility of Judiciary services and strengthened public confidence.

Despite this progress, a few planned outputs remained unachieved, impacting overall strategic effectiveness. The comprehensive communication strategy, a cornerstone for consistent and targeted public messaging, was still in draft form at the end of the strategy period. Additionally, training for court reporters reached only 40 individuals just 50% of the targeted 80 limiting the extent of professional reporting on court matters. To close these gaps, the Judiciary should prioritise the finalisation and implementation of the communication strategy, scale up training programs for court reporters, and diversify media engagement efforts to further improve its public image and stakeholder trust.

Strategic Objective 7: To enhance resource mobilisation and management

This objective focused on improving the Judiciary's capacity to mobilize and manage resources effectively, with a strong emphasis on financial accountability, strategic planning, monitoring and evaluation, and the use of statistics to drive decision-making. The Judiciary consistently prepared Policy Statements, Budget Framework Papers, developed concepts to attract development partners support, internal audit reports, and procurement reports. Key success included 100% alignment of annual work plans with the strategic plan, timely production of M&E reports, and training of Registrars and Heads of Departments in planning, budgeting and reporting. Financial accountability was further demonstrated through unqualified audit opinions and full responses to audit queries, strengthening transparency and fiscal discipline.

Despite this commendable progress, some challenges persist, particularly full implementation of the Judiciary Statistics Strategy and operationalisation of the M&E function of the Judiciary. While coordination meetings and stakeholder trainings have been conducted under the Plan for National Statistical Development (PNSD). Continued investment in ICT adoption, statistical quality assurance, and advanced data analytics and business intelligence as well as open data systems will be necessary to build a comprehensive, data-driven culture within the Judiciary.

2.2.3 Financial Performance

The Judiciary has over the years received an increment in its approved budget allocation from UGX 199.08 Billion for FY 2020/21 to UGX 442.26 Billion for FY 2024/25. The budget allocation has increased by 122.15% over the 5 years of the Fifth Judiciary Strategic Plan. Details of budget allocation, revisions, releases and expenditure are in Table 2 below:

Table 2: Summary Financial Performance (UGX. Billions)

Funding Source	Budget Category	FY 2020/2021	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025
Government	Strategic Plan Budget	300.75	554.35	686.95	726.56	770.91
	Approved Budget	199.08	376.96	381.95	392.55	442.26
	Revised Budget	221.59	380.72	384.42	392.78	442.26
	Budget Released	216.07	378.24	373.72	363.35	442.26
	Budget Spent	208.79	337.17	348.75	351.10	428.12
	Absorption rate	96.6%	89.1%	93.3%	96.6 %	96.8 %

Source: Judiciary Annual Performance Reports

- a) In the first year of implementing the JSPV in FY 2020/21, Judiciary registered a budget increase from UGX 181.62 Billion for FY 2019/20 to UGX. 199.08 Billion for FY 2020/21. During budget execution, the approved budget for FY 2020/21 was revised to UGX 221.59 Billion due to a supplementary budget of UGX 22.51 Billion which was earmarked for retirement benefits of judicial officers in accordance with the Administration of the Judiciary Act, 2020, the domestic and utility arrears and the disposal of Presidential and Parliamentary Election petitions.

Out of the released budget of UGX 216.07 Billion, a total of UGX 208.79 Billion was spent, reflecting a 96.6% absorption rate. The non-absorption of 3.4% was attributed to delayed recruitment of Judicial Officers.

Development Partners contributed UGX 15.47 Billion, with UGX 12.55 Billion being utilized.

- b) In the FY 2021/22, the Judiciary received a leap in its budget from UGX 221.59 Billion budget of FY 2019/20 to UGX 376.96 Billion to support implementation Administration of the Judiciary Act, 2020. In addition, the budget was revised during implementation to UGX 380.72 Billion to include a supplementary



budget of UGX 3.77 Billion which was earmarked for retirement benefits of judicial officers of the lower bench given the adjustments that were necessitated by the newly approved salaries.

Out of the released budget of UGX 378.24 Billion, a total of UGX 337.17 Billion was spent, reflecting an 89.1% absorption rate. The non-absorption of 10.9% was attributed to pending recruitment of staff and salary enhancement for non-Judicial officers which the Cabinet did not approve.

Development Partners' support remained strong, with UGX 7.48 billion received and UGX 7.43 billion expended.

- c) The Judiciary budget for FY 2022/23 increased to UGX 381.95 Billion from the approved budget of UGX 376.96 Billion for FY 2022/23. At the time of budget execution, the approved budget of UGX 381.95Billion was revised to UGX 384.42 Billion to include a supplementary budget of UGX 2.81 Billion which was earmarked for medical expenses and security vehicles for Justices and Judges.

A total of UGX 373.72 Billion was released during the financial year out of which UGX 348.75 Billion was spent, thus the overall budget absorption stood at 93.3% of released funds. The non-absorption of 6.7% was attributed to delayed recruitment of staff and salary enhancement for non-Judicial officers which the Cabinet did not approve.

Development Partners provided UGX 7.01 billion, maintaining their vital support for the Judiciary.

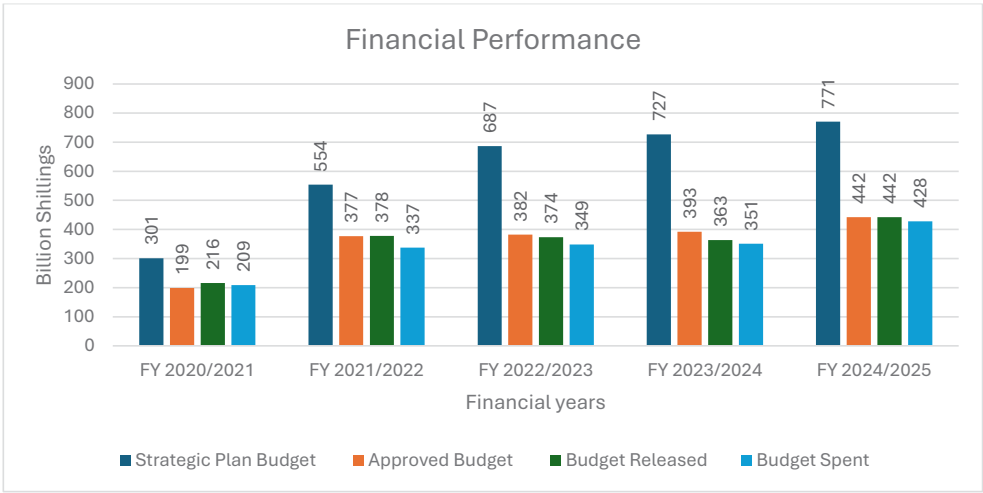
- d) In FY 2023/24, the Judiciary received an increment in its budget allocation to UGX 392.55 Billion from the approved budget of UGX 381.95Billion for FY2022/23. During implementation, the approved budget of UGX 392.55 Billion was revised to UGX 392.78 Billion due to a supplementary budget UGX 0.23 Billion which was earmarked for medical expenses for Justices. Out of the released budget of UGX 363.35 Billion, a total of UGX 351.10 Billion was spent, reflecting a 96.6% absorption rate. The non-absorption of 3.4% was attributed to pending recruitment of staff.
- e) The Judiciary budget for FY 2024/25 increased to UGX 442.26 Billion from the approved budget of UGX 392.55 Billion for FY 2023/24. At the end of the financial year, a total of UGX 442.26 Billion had been released out of which UGX 428.12 was spent translating into a budget absorption rate of 96.8% of the released funds.

Overall, the financial performance illustrates a pattern of growth and efficiency. Each year saw an increase in budget allocations, reflecting



Government’s commitment to bolstering judicial services and infrastructure. Development Partners played a crucial role in supporting the Judiciary, with significant contributions made each year. This external funding complemented the Government’s allocations, ensuring that the Judiciary could meet its operational and development objectives despite financial constraints. This performance is illustrated in Figure 10 below.

Figure 3: A graph showing Judiciary financial performance



2.2.4 Human Resource Performance

During the implementation of the Fifth Judiciary Strategic Plan (JSPV), human resource performance was pivotal to the institution’s ability to fulfill its constitutional mandate of delivering justice to the people of Uganda. The Judiciary undertook significant initiatives to strengthen staffing, enhance capacity development, improve staff welfare, and institutionalise systems that support employee performance, motivation, and well-being. Despite achieving notable progress, gaps remain in recruitment,policy finalization, and digital transformation of HR functions. Table 2 shows the comparison of staffing levels in FY2020/21 and FY2024/25.



Table 3: Comparison of staffing levels in FY2020/21 and FY2024/25

S. NO	POST TITLE	APPROVED STRUCTURE FY2020/21	FILLED	Filled (%)	APPROVED STRUCTURE AS AT THE END OF FY2024/25	FILLED	Filled (%)
TOP MANAGEMENT							
1	Chief Justice	1	1	100	1	1	100
2	Deputy Chief Justice	1	1	100	1	1	100
3	Principal Judge	1	1	100	1	0	0
4	Permanent Secretary/Secretary to The Judiciary	1	1	100	1	1	100
5	Chief Registrar	1	1	100	1	0	0
	Sub total for Top Management	5	5		5	3	
JUSTICES AND JUDGES							
6	Justices of the Supreme Court	10	9	90	10	10	100
7	Justices of the Court Of Appeal/ Constitutional Court	14	13	93	34	19	56
8	Judges of the High Court	82	59	72	150	90	60
	Sub total for Justices and Judges	106	81		194	119	
REGISTRARS AND MAGISTRATES							
9	Registrars	9	9	100	12	9	75
10	Deputy Registrars	47	23	49	80	41	51
11	Assistant Registrars	32	13	41	40	24	60
12	Chief Magistrates	100	51	51	160	100	63



S. NO	POST TITLE	APPROVED STRUCTURE FY2020/21	FILLED	Filled (%)	APPROVED STRUCTURE AS AT THE END OF FY2024/25	FILLED	Filled (%)
13	Senior Principal Magistrate Grade I	10	0	0	40	11	28
14	Principal Magistrate Grade I	20	2	10	50	23	46
15	Senior Magistrate Grade I	30	4	13	70	29	41
16	Magistrate Grade I	386	164	42	514	334	65
17	Magistrate Grade II		26			12	
	Sub total for Registrars and Magistrates	634	292		966	583	
ADMINISTRATIVE STAFF							
18	Administrative Staff	3,906	1,899	49	5,875	2,155	26
	Grand total	4,651	2,277		7,040	2,860	



In spite of the enhanced staff structure, uptake remains low due to funding constraints and the non-operationalization of some courts, which continue to affect recruitment. The performance of Human Resource was constrained by slow recruitments especially for administrative staff constrained operations. While the salaries of judicial officers were enhanced to reasonable levels, the administrative staff of the Judiciary still earn very little pay which affects their morale and output and sometimes affects retention of skilled staff.

The Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2024 establishes each district as a magisterial area and sets out transitional arrangements. Under these provisions, Magistrates Grade II are being phased out, while Magistrates Grade I are retained and prioritized for recruitment to strengthen the Judiciary's staffing structure.

To improve Human Resource performance, it is important to fast-track the fast-track the increase in salaries; implement a comprehensive Human Resource Management Information System (HRMIS) to support automation and data-driven decision-making; conduct periodic workload analysis and needs assessments to inform recruitment and deployment; strengthen partnerships with Judicial Training Institutes and academia to align capacity-building with emerging trends and technologies; allocate targeted funding for Occupational Health and Safety infrastructure and wellness programs and increase budget provisions to recruit and retain staff in hard-to-reach areas, including housing and hardship allowances.

2.3 Performance of cross cutting issues

The Judiciary is increasingly recognising the importance of cross-cutting issues such as HIV/AIDS, environment, climate change, gender equity and equality in its operations and decision-making processes. These issues are not only critical in the administration of justice but also for aligning the Judiciary with national and international development frameworks, such as Uganda Vision 2040, the Sustainable Development Goals (SDGs), and the African Union's Agenda 2063.

2.3.1 HIV/AIDS

The Judiciary developed and implemented HIV/AIDS Workplace Policy. The HIV/AIDS Committee was established to oversee the implementation of the Policy. The Judiciary allocated 0.12% of its budget which is above the recommended 0.01% by Government to HIV/AIDS activities like testing and counseling services, sensitization campaigns, condom education and distribution in court premises, and over 60 staff living with HIV/AIDS were provided with medical support on a quarterly basis.



2.3.2 Gender and Equity

The Administration of the Judiciary (Establishment of Committees) Regulations, 2023, established the Human Capital Development, Gender and Equity Mainstreaming Committee and the Sexual Harassment Committee. The Gender and Equity Mainstreaming Committee is mandated to provide overall leadership in embedding gender and equity considerations across Judiciary policies and programs, and during the implementation period it spearheaded sensitization initiatives, policy reviews, and staff capacity-building.

In line with this commitment, the Judiciary undertook the development, review, and dissemination of several key institutional policies aimed at strengthening governance, promoting equity, and enhancing service delivery. Among the policies and manuals reviewed and developed were the Gender and Equity Policy and the Anti-Sexual Harassment Policy. These policies are essential for fostering a conducive work environment and ensuring that staff are well-informed and adhere to the standards set forth.

In a bid to continue addressing the issue of sexual harassment, the Judiciary conducted sensitisation exercises on the Judiciary Anti-Sexual Harassment Policy reaching an average of 86 Courts countrywide. These sessions aimed to raising awareness, fostering a culture of accountability, and reinforcing compliance with the principles and standards outlined in the policy. Furthermore, the Judiciary developed the Gender and Equity Policy to strengthen adherence to gender and equity standards in the Judiciary Service.

Through the period, the Judiciary established 14 child care centres and children's playrooms in Supreme Court, Court of Appeal, Gulu HC and CM, Land Division and CM Courts at Kapchorwa, Mukono, Entebbe, Kamuli, Fort Portal HC, Mayuge, Mbale HC and CM, Kamwenge, Kisoro and Butambala. 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.

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. Over the strategic period, the Judiciary achieved an average clearance rate of 90%, disposing of 2,603 out of 2,793 cause-listed cases. This demonstrated a strong commitment to continuously protect vulnerable groups, particularly minors, from sexual exploitation and abuse.



2.3.3 Persons with Disabilities (PWDs)

The Judiciary has made strides in enhancing access to justice for persons with disabilities (PWDs). The Constitution of Uganda guarantees equality and non-discrimination for all citizens, but PWDs continue to face significant barriers in accessing judicial services. Physical accessibility of courtrooms, communication barriers, and the lack of disability-friendly legal support services are among the key challenges.

Although the Judiciary has made some progress in implementing measures to accommodate PWDs, such as renovating and constructing courts with accessible facilities, these services remain insufficient, especially in rented court premises. Training judicial officers on the specific needs and rights of PWDs and the need to make the Judiciary more inclusive are important steps toward improving access in the justice system for this group.

2.3.4 Environment and climate change

During the Judiciary Strategic Plan IV (JSPIV) period, notable progress was registered in the handling of environment and climate change related cases. Cases were registered across agencies including the Uganda Wildlife Authority (UWA), Fisheries Protection Unit (FPU), National Forestry Authority (NFA), National Environment Management Authority (NEMA), and National Water and Sewerage Corporation (NWSC) with a clearance rate of 94.2%. The performance demonstrates steady improvement in the Judiciary's capacity to handle environment and natural resource related cases.

2.3.5 Fighting corruption

Corruption is a pervasive issue in many sectors of Ugandan society, including the Judiciary. Despite the establishment of systems and institutions designed to combat corruption within the Judiciary, such as the Inspectorate of Courts, corruption remains a significant challenge. Allegations of bribery, bias, and unethical conduct are reported periodically, undermining public confidence in the judiciary.

The Judiciary's performance in addressing corruption is hindered by a combination of factors, including inadequate resources, insufficient monitoring mechanisms, and a lack of transparency in judicial processes. While there have been efforts to address these issues through initiatives such as the Judicial Integrity Committee, Anti-Corruption Strategy, there is still a need for greater accountability, stronger internal oversight, and a culture of zero tolerance for corruption within the justice system. Greater transparency in court proceedings and improved systems for public participation and oversight could significantly contribute to reducing corruption and increasing the integrity of the Judiciary.



2.3.6 Performance of the Judiciary on key thematic areas under JSPV: Summary of key strengths, gaps and strategic Recommendations

This section presents an assessment of the performance of the Judiciary by the respondents across six thematic areas of: Access to Justice, Case Backlog Reduction, Judicial Independence & Integrity, ICT & Digital Transformation, Human Resource Development, and Alternative Dispute Resolution. It consolidates the key strengths demonstrated by the Judiciary, identifies critical gaps and challenges limiting performance, and outlines targeted recommendations to enhance efficiency, effectiveness and public trust in the justice system. The overview provides evidence-based foundation to guide prioritization of interventions under the Sixth Strategic Plan FY2025/26-2029/30. Table 4 below shows the thematic area, its strength, gaps to be addressed and recommendations.

Table 4: Assessment of thematic areas by respondents

Thematic Area	Key Strengths	Gaps to be Addressed	Recommendations
Access to Justice	<ol style="list-style-type: none"> 1. Comprehensive policies and legal frameworks supporting equitable access to justice, including programs for marginalized populations. 2. Active initiatives to reduce procedural, administrative, and geographic barriers, such as simplified filing procedures and outreach programs. 3. Recognition and partial interventions addressing rural infrastructure deficits and underserved communities. 4. Collaboration with civil society organizations and local authorities to raise awareness and provide legal support. 	<ol style="list-style-type: none"> 1. Insufficient physical infrastructure in many rural and remote courts, limiting efficiency and accessibility 2. Limited coverage and funding of legal aid services, leaving many low-income or vulnerable citizens without support. 3. Persistent socioeconomic and geographic disparities hinder equal access; women, children, persons with disabilities, and rural populations are disproportionately affected. 4. Operational and human resource constraints, inconsistent use of technology, and uneven public outreach programs reduce practical access. 	<ol style="list-style-type: none"> 1. Expand and modernise court facilities; introduce mobile courts and satellite legal service centers. 2. Strengthen legal aid and pro bono services, particularly in rural and marginalized communities. 3. Promote equity and inclusion programs targeting vulnerable populations. 4. Enhance nationwide public awareness campaigns and digital literacy for legal processes. 5. Improve case management systems to ensure timely and user-focused service delivery.
Judicial Independence & Integrity	<ol style="list-style-type: none"> 1. Strong institutional frameworks ensuring judicial independence, including policies and guidelines. 2. Transparency measures and public engagement initiatives improving accountability. 3. Structured mechanisms for internal checks, ethics, and oversight. 4. Evidence of political and operational autonomy in decision-making at senior Judiciary levels. 	<ol style="list-style-type: none"> 1. Low public confidence in judicial fairness and impartiality, affecting legitimacy. 2. Perceived partiality and inconsistent communication on disciplinary actions and corruption investigations. 3. Inadequate mechanisms for public reporting on judicial accountability. 4. Limited training and awareness programs on ethics and integrity for staff at lower court levels. 	<ol style="list-style-type: none"> 1. Strengthen public communication on disciplinary outcomes and anti-corruption measures. 2. Enhance oversight, ethics training, and performance appraisal systems. 3. Promote transparency through routine reporting and engagement with civil society. 4. Implement confidence-building measures to improve public perception of fairness.

Thematic Area	Key Strengths	Gaps to be Addressed	Recommendations
Case Backlog Reduction	<ol style="list-style-type: none"> 1. Effective fast-tracking mechanisms for specific case types and streamlined workflows. 2. Clear timelines and procedural guidelines for handling cases. 3. Awareness of public confidence and judicial credibility influencing policy decisions and reform priorities. 4. Partial success in reducing case congestion through prioritization of high-impact and time-sensitive matters. 	<ol style="list-style-type: none"> 1. Inconsistent delivery of timely judgments due to staffing and workload limitations. 2. Insufficient allocation of financial and human resources to sustain backlog reduction initiatives. 3. Inadequate monitoring and evaluation mechanisms to track backlog trends and identify bottlenecks. 4. Lack of fully integrated case management systems in some courts. 	<ol style="list-style-type: none"> 1. Strengthen ICT-enabled case management and tracking systems. 2. Allocate adequate staffing and operational resources to improve efficiency. 3. Regularly monitor backlog trends and implement corrective measures. 4. Introduce targeted incentives for timely adjudication and resource utilization. 5. Sensitise the public, lawyers and prosecutors on their roles in case management, including adequate preparation before court appearances.
ICT & Digital Transformation	<ol style="list-style-type: none"> 1. E-filing, electronic case tracking, and video conferencing systems have been successfully implemented, improving efficiency, transparency, and remote access. 2. Modernized workflows facilitate real-time monitoring and faster case progression. 3. Adoption of digital tools has enabled continuity of court operations during disruptions such as COVID-19. 	<ol style="list-style-type: none"> 1. Limited staff training and insufficient ICT resources reduce effective utilization of digital systems. 2. Digital literacy gaps among judiciary personnel hinder full adoption of e-services. 3. Maintenance and sustainability of ICT infrastructure remain a challenge in rural and regional courts. 4. Some processes are still partially manual, creating inefficiencies and duplication. 	<ol style="list-style-type: none"> 1. Provide continuous ICT training and technical support for judiciary staff. 2. Expand digital infrastructure and maintenance support across all court levels. 3. Integrate ICT into all court processes for seamless operation. 4. Establish monitoring systems to track ICT usage, effectiveness, and areas for improvement.



Thematic Area	Key Strengths	Gaps to be Addressed	Recommendations
Human Resource Development	<ol style="list-style-type: none">1. Training programs exist that moderately improve legal competence and professional knowledge.2. Opportunities for knowledge-sharing, workshops, and short courses contribute to skill enhancement.3. Structured recruitment processes and induction programs for new staff enhance baseline capacity.	<ol style="list-style-type: none">1. Continuous professional development is limited, leading to skill gaps over time.2. Specialized training for complex or emerging legal areas is insufficient.3. Weak evaluation systems to measure the impact of training programs on service quality.4. Inadequate mentorship and on-the-job coaching to reinforce learning.	<ol style="list-style-type: none">1. Implement structured, continuous professional development programs with measurable outcomes.2. Introduce specialized training for complex and emerging areas of law.3. Establish robust evaluation systems for training effectiveness.4. Promote mentorship, peer-learning, and coaching programs for ongoing capacity building.
Alternative Dispute Resolution	<ol style="list-style-type: none">1. Active promotion of ADR as a complementary mechanism to reduce court congestion.2. Partial success in resolving disputes through mediation and arbitration, reducing case backlog.3. Institutional support for ADR mechanisms through guidelines, policies, and pilot programs.4. Increased awareness among legal practitioners of ADR benefits in dispute resolution.	<ol style="list-style-type: none">1. Insufficient trained ADR facilitators to meet growing demand.2. Public awareness of ADR options remains low, limiting uptake.3. Inconsistent monitoring and reporting of ADR outcomes.4. Limited geographical coverage and institutional support in rural or underserved areas.	<ol style="list-style-type: none">1. Expand recruitment and training of ADR facilitators.2. Conduct public awareness campaigns to improve knowledge and utilization of ADR.3. Institutionalize ADR procedures with consistent monitoring and evaluation.4. Extend ADR services to underserved regions through mobile units or satellite centers.5. Strengthen collaboration with civil society and professional bodies to enhance ADR effectiveness.



2.4 Key shortcomings in the implementation of JSPV

- (i) **Slow Implementation of ICT Reforms.** Key policy documents like the Judiciary ICT Policy and digital document policies remained unimplemented. ECCMIS (Electronic Court Case Management Information System) was only operational in 31 courts out of 59 targeted court stations, and the rollout of video conferencing, digital transcription systems remained largely unrealised. In addition, ECCMIS was not internally integrated with other systems such as CCAS, JDMS and PET.
- (ii) **Slow reduction of backlog at the Courts of Record:** Backlog reduction fell short of targets, with the Supreme Court backlog at 45.29% against the target of 24%, the Court of Appeal at 52.8% against the target of 34%, High Court at 29.42% against the target of 23%.
- (iii) **Delayed completion of some of the court buildings and infrastructure.** Delayed commencement of some constructions such as Regional Courts of Appeal and institutional houses. In addition, there was delay in completion of some of the ongoing constructions of courts such as Alebtong Chief Magistrate Court and Abim Grade One Magistrate Court.
- (iv) **Transport equipment deficits:** Of the 353 motorcycles planned, only 237 were procured, and 751 vehicles were targeted and 249 were acquired. The shortage of transport equipment severely constrained court operations, particularly locus in quo visits, inspections and service delivery in hard-to-reach areas.
- (v) **Inconsistent records management and registry oversight:** Automation of court records, reorganisation of registries faced significant delays and inconsistencies across courts. This weakened timely case retrieval.
- (vi) **Unrealized policy and strategic frameworks.** Several essential strategic frameworks remained in draft form. These included the Human Resource Manual, Rewards and Sanctions Framework, the Occupational Health and Safety Policy, and the Judiciary Communication Strategy hindering policy clarity and internal operational guidance.
- (vii) **Delayed rollout of the performance monitoring tools to all staff of the Judiciary:** The incorporation of the Judiciary case weighting scheme into the Performance Enhancement Tool (PET) was completed towards the end of the strategic plan period which limited the rollout and usage of the tool. Similarly, biometric attendance systems had not been widely deployed, limiting the Judiciary's capacity to monitor staff attendance to duty.

2.5 Summary of the major challenges

(i) **Delayed completion of cases and case backlog**

Case backlog at the close of FY2024/25 accounted for 24.20% of which 190,793 cases were the pending caseload and of those, 46,181 cases were backlog. This was due to high caseloads vis-à-vis few judges and limited jurisdiction of the Registrars, Chief Magistrates and Magistrates Grade One.

(ii) **Inadequate budgetary allocations**

Out of the projected UGX 3,039.52 billion for implementation of the strategic plan, the Judiciary received UGX 1,773.64 billion leaving a shortfall of UGX 1,265.88 billion. This shortfall affected implementation of strategic plan interventions like automation of courts, infrastructure development and adjudication among others.

(iii) **Staffing gaps**

Staffing levels across all cadres and court levels hindered performance and contributed to case backlog. Only 37% of the approved staff positions were filled. Despite restructuring of the staff structure, the Judiciary had not achieved substantial numbers for deployment.

(iv) **Unsuitable Court infrastructure**

Several rented court premises had not been customised to Judiciary standards, compromising operational effectiveness. For example, rented premises lacked archives, proper holding cells, proper court halls and provision for ICT equipment.

(v) **Corruption**

Incidences of maladministration within the courts continued to hinder access to justice, manifested through practices that undermine transparency, efficiency, and timely delivery of court services. Such actions created barriers for court users and weakened confidence in the judicial process.

(vi) **Interference with judicial independence**

In spite of clear mandatory constitutional provisions enshrined in Article 128(3) of the Constitution requiring every organ and agency of Government to respect Judicial decisions and support the Judiciary to achieve its mandate, the contrary has been witnessed in some cases. The Courts have been unable to enforce some of the Court Orders due to refusal to respect the Court process; and interference in the execution process by highly placed people, especially RDCs, members of the armed forces and impudent politicians.

(vii) **Salary disparities**

While the salaries of Judicial Officers were enhanced to reasonable levels, the administrative staff of the Judiciary still grapple with very little pay which



affects their day-to-day livelihood and negatively impacts on their morale and output.

(viii) **Limited automation and integration of business processes**

Majority of the courts were still using manual systems in management of cases as ECCMIS was operational in only 31 Courts out of operational 271 Courts while CCAS was operational in 104 Courts. Additionally, Chief Registrar's Registry was still manual occasioning delays in processing renewal of practicing certificates hence Advocates from across the country moving long distances to access services. Further to note, the automated services were not integrated with systems supporting critical processes in other institutions such as Prisons, Police, Office of the Director of Public Prosecutions, NIRA, Ministry of Lands, Housing and Urban Development affecting the sharing of information across relevant institutions.

2.6 **SWOT Analysis**

The SWOT analysis highlights the key internal and external factors that influence the Judiciary's capacity to fulfill its mandate. The Table 5 below outlines the Judiciary's strengths, weaknesses, opportunities, and threats, providing a strategic framework for future growth and reform.

Table 5: Summary of the SWOT Analysis of the Judiciary

Strengths	Weaknesses
<div>1. Judicial independence: The Judiciary is constitutionally independent, which ensures impartiality in decision-making.</div> <div>2. The expanded staff structure: The revised structure increased the number of Justices, Judges, Registrars, Magistrates and administrative staff.</div> <div>3. Technological advancements: The introduction of e-justice systems, such as Electronic Court Case Management System (ECCMIS) has improved accessibility and efficiency.</div> <div>4. Innovations in adjudication: Initiatives to reduce case backlog, such as plea bargaining, Small Claims Procedure, mediation have shown some positive impact.</div> <div>5. Special programs for marginalised groups: Specialised courts for example Family Division and initiatives like special sessions for Gender Based Violence (GBV), refugee and juvenile sessions have promoted inclusion.</div>	<div>1. Staffing Shortages: There is a significant staffing gap, leading to a heavy workload for judicial officers and administrative staff.</div> <div>2. Case Backlog: Despite reforms, the volume of pending cases remains high due to increasing demand and insufficient judicial resources.</div> <div>3. Corruption: Despite measures to fight corruption, incidences of corruption still undermine public trust.</div> <div>4. Inefficiencies in ICT Infrastructure: Some courts still lack full digital capacity and experience technical challenges in using e-justice systems effectively.</div> <div>5. Disjointed training within the Judiciary: The Judiciary lacks a holistic training curriculum to set standards and cater for trainings of Judiciary staff.</div>



Opportunities	Threats
<ol style="list-style-type: none">Judicial Reforms and Modernisation: Continued modernisation, including the expansion of e-justice systems, can improve service delivery.Regional and International Partnerships: Collaborations with Development Partners and other national judicial bodies can lead to improved capacity and best practices.Capacity Building and Training: Expanding training opportunities for judicial officers and administrative staff can enhance overall efficiency and professionalism.Public Awareness: Increasing public awareness of rights and legal processes could enhance access to justiceLegal Aid: Expanding legal aid services could enhance access to justice, particularly in rural areas.Implementation of Alternative Dispute Resolution (ADR): Strengthening ADR mechanisms can help decongest courts and offer more accessible and affordable justice.	<ol style="list-style-type: none">Increased Case Load: With the growth of the population and the demand for justice, the Judiciary faces an ever-growing caseload, further straining resources.Financial Constraints: Limited budget allocation affects the Judiciary's capacity to implement reforms and improve infrastructure.Climate Change and Environmental Challenges: Environmental and land justice cases may increase due to the rising impact of climate change, requiring more judicial resources and expertise.Social Inequalities: Persistent socio-economic inequalities may limit the effectiveness of the justice system, especially for vulnerable populations such as women, children, and the poor.Cybersecurity Threats: As the Judiciary becomes more reliant on technology, cyber threats to sensitive judicial data pose a growing concern.External interference: The external interference by stakeholders in execution of court decisions affects Judiciary's image and credibility.

CHAPTER THREE:

THE STRATEGIC DIRECTION

3.1 Introduction

This section provides for the Judiciary vision, mission, goal, core values, theme, strategic objectives, strategic plan interventions, prioritisation logic, theory of change and the results framework.

3.2 Vision

"Justice for all." This vision reflects the Judiciary commitment to building a justice system that is impartial, timely, people-centered, and aligned with Uganda's broader aspiration of becoming a modern, prosperous, and democratic country by 2040.

3.3 Mission

"To efficiently and effectively administer justice." This mission resonates with Uganda Vision 2040 and Sustainable Development Goal (SDG) 16, which emphasize strong institutions, the rule of law, and access to justice as foundations for peace, stability, and development.

3.4 Core values

The strategic direction of the Judiciary and result areas are based on its Constitutional mandate and core values that form the basis for its operations. These values shall guide the implementation of this Plan.

- a. **Independence:** The Judiciary commits to operate freely without interference or taking directives from, or being controlled by any person or authority.
- b. **Impartiality:** The Judiciary commits to perform its mandate with respect and without fear, favour, affection or ill will, bias or prejudice.
- c. **Transparency:** The Judiciary commits to openness in all its activities in the administration and delivery of justice, and dissemination of information.
- d. **Accountability:** The Judiciary commits to taking responsibility for its actions and will be answerable to the people of Uganda.



- e. **Professionalism:** The Judiciary commits to delivering its mandate efficiently, fairly and within reasonable time.
- f. **Integrity:** The Judiciary in carrying out its mandate, shall demonstrate the highest standards of honesty, transparency and impartiality.
- g. **Equality:** The Judiciary shall accord equal treatment to all persons who appear before the courts, without discrimination on the ground sex, race, colour, ethnic origin, tribe, birth, creed or religion, social or economic standing, political opinion or disability.

3.5 Goal

"A responsive and efficient Judiciary that guarantees equitable access to justice for all." The goal speaks to the views of the court users who rate quicker disposal of cases and more client centric services as a priority.

3.6 Theme

"Strengthening administration of justice." The theme speaks to a Judiciary that is committed to improving court processes in accessing justice and promoting public trust in the courts.

3.7 Strategic Objectives

The strategic objectives aim at achieving the goal and addressing the gaps identified in the situation analysis. They are:

- i. To improve court processes and case management.
- ii. To enhance equitable access to Judiciary services.
- iii. To strengthen the policy, legal, and institutional capacity of the Judiciary.

3.8 Strategic focus areas

During the JSPVI (FY2025/26–FY2029/30), the Judiciary will focus on promoting digital transformation and automation of court processes, improving case management, enhancing human resource development, strengthening integrity and accountability, improving the coverage of Judiciary services, strengthening strategic partnerships and resource mobilisation and improving performance management, statistical development and monitoring and evaluation.

3.8.1. Key interventions in promoting digital transformation and automation of court processes

- (i) Investment in ICT infrastructure including provision of reliable internet connectivity, stable power supply, and computer hardware.

- (ii) Scale up the use of courtroom technology. Install Video Conferencing Systems and Audio Visual equipment in all High Court Circuits, and install and maintain digital court recording and transcription equipment in the Supreme Court, Court of Appeal/Constitutional Court, all High Court Divisions and Circuits and Chief Magistrate Courts.
- (iii) Roll out and best use of Court Case Administration System (CCAS) in all courts.
- (iv) Roll out ECCMIS to all operational courts.
- (v) Integrate the use of Artificial Intelligence (AI) in Judiciary business processes (legal research, case management and other emerging areas).
- (vi) Operationalise the Judgment Writing Tool to all Judicial officers.
- (vii) Subscribe all Judicial officers to selected online libraries.
- (viii) Automate enrolment and licensing of Advocates and Court Bailiffs.
- (ix) Digitise legacy documents and archives to preserve records, improve accessibility, and integrate with ECCMIS.
- (x) Strengthen cybersecurity, data protection, research, and innovation to safeguard digital systems and drive continuous improvement.
- (xi) Develop performance analytics and business intelligence to provide real time insights on the management of cases in the court system (Situation room, PET, etc.).
- (xii) Integrate case management systems with other systems in relevant institutions like National Identification and Registration Authority (NIRA), Ministry of Lands, Housing and Urban Development, ODPP, Uganda Police Force (CID) and Uganda Prisons Service for seamless data exchange.

3.8.2. Key interventions to improve case management

- (i) Develop and reform criminal and civil policy, legal frameworks.
- (ii) Develop and implement Case Backlog reduction action plan.
- (iii) Scale up the use of ADR mechanisms including mediation, plea bargaining, and Small Claims Procedure to cover Courts to enhance efficiency and reduce case backlog.
- (iv) Develop guidelines to implement the use of reconciliation in Chief Magistrates and Grade I courts to promote amicable dispute resolution.
- (v) Strengthen supervision of Local Council courts.
- (vi) Fast track the disposal of juvenile cases, Natural Resources, Energy, Environment, Climate Change and Infrastructure and GBV related cases.
- (vii) Procure an international recognised consultant to undertake a study and



produce an actionable report on more efficient ways to handle commercial and land matters.

- (viii) Fast track the review of the pecuniary jurisdiction of Magistrates' courts.
- (ix) Enhance legal representation at the expense of the state.
- (x) Rollout of the use of Daily hearing of criminal cases in selected High Court Circuits.
- (xi) Facilitate Mobile Courts in refugee communities.

3.8.3. Key Interventions to Enhance Human Resource Management

- (i) Advocate for the implementation of 100% pay target for the judicial officers of the lower bench and administrative staff.
- (ii) Recruit the remaining Justices of Court of Appeal to operationalise the Regional Courts of Appeal.
- (iii) Recruit Judges to operationalise the remaining nine (9) High Court Circuits.
- (iv) Recruit Magistrate Grade Ones to strengthen research for Justices and Judges.
- (v) Recruit required administrative and other staff of the Judiciary.
- (vi) Deploy Research Magistrate to Justices of Supreme Court, Court of Appeal and High Court based on the level of experience.
- (vii) Conduct specialised training for trainers (Justices, Judges, Registrars and Magistrates) in commercial, land, international crimes, Judgment Writing, ADR, GBV, Juvenile justice and environmental law.

3.8.4. Key interventions in strengthening integrity and accountability

- (i) Operationalise Regional Inspectorate of court offices in Mbarara, Gulu, Mbale and Arua.
- (ii) Automate the complaints management system.
- (iii) Facilitate Resident Judges to supervise magisterial areas under the High Court Circuit and report to the Principal Judge.
- (iv) Conduct a survey on the satisfaction of the public on the Judiciary services.
- (v) Undertake coaching and mentoring of duty bearers.
- (vi) Create awareness on the Judiciary services and complaints handling mechanisms.
- (vii) Provide customer care services (officers and desks) at courts.

3.8.5. Key interventions to improve coverage of Judiciary services

- (i) Construct and operationalise Regional Courts of Appeal of Mbarara, Gulu, Mbale and Arua.
- (ii) Operationalise the remaining nine (9) High Court Circuits (Ibanda, Rakai, Ntungamo, Apac, Bugiri, Dokolo, Nebbi, Moyo and Pallisa)
- (iii) Review and update names and mandates of High Court Divisions to align them with the emerging trends.
- (iv) Expand and restructure the Land Division to include natural resources, environment, and climate change.
- (v) Position juvenile justice at the Family Division and empower the Division to reflect its mandate in handling children and juveniles.
- (vi) Operationalise Chief Magistrate Courts in all the remaining Districts.
- (vii) Construct the Anti-corruption, Criminal and International Crimes Divisions court buildings.
- (viii) Complete the construction of High Court Circuit Buildings in Tororo, Soroti Mpigi, Mukono High Court Annex.
- (ix) Construct High Court Circuits in Wakiso, Jinja, Masaka, Luweero, Entebbe, Mubende, Mbarara, Hoima, Iganga, Kitgum, Moroto, Bushenyi, Kasese, Arua and Fort Portal, and expansion of Lira High Court.
- (x) Complete the construction of the Chief Magistrates courts in Katine, Amolatar, Bubulo and Rakai
- (xi) Construct the Chief Magistrate Courts in Bunyangabu, Lugazi, Nakapiripirit, Ntoroko, Sironko, Wakiso, Oyam, Amolatar, LDC and Obongi and; Dokolo, Koboko and Kibaale are to be expanded.
- (xii) Complete the construction of the Magistrate Grade I Courts in Rubuguri, Adwari and Nyarushanje
- (xiii) Construct the Magistrate Grade I Courts in Lumino, Mbirizi, Kyazanga, Bududa, Kyangwali, Omoro, Kaliro, Rukiga, Kaharo, Kihhi, Bwera, Kagadi, Kakumiro, Kyankwanzi, busunju, Kazo, Kyanika, Kabong, Buvuma, Bukomansimbi, Pakwach, Busembatia, Rubanda, Mulanda, Obongi, Amudat, Bbaale and Kalisizo
- (xiv) Complete the construction of institutional houses in Moyo, Bukwo and Rubuguri
- (xv) Construct institutional houses in the hard to reach and stay areas in Abim, Kabong, Bulisa, Kanungu, Kihhi, Adwari, Nwoya, Rubanda, Rukiga and Kaharo Arua, Bududa, Sigulu Islands, Buvuma, Bundibugyo, Ntoroko, Omoro, Kaliro, Isingiro, Kaberamaido, Buyende, Bwera, Katakwi, Moroto, Bbaale, Kibaale, Bukomero, Kazo, Bunagana, Kyanika, Kitgum, Koboko,



Semuto, Amudat, Nakasongola, Zombo, Nyarushanje, Sembabule, Serere, Karenga, Buhweju, Pakwach, Nebbi, Mulanda and Yumbe.

- (xvi) Construct the central archive.
- (xvii) Procure transport equipment (motor vehicles and motor cycles).
- (xviii) Provide boats for courts in the Islands of Namayingo-sigulu, Buvuma and Koome.
- (xix) Establish child care centers in all High court circuits and selected Magistrates courts
- (xx) Process land titles for acquired land
- (xxi) Establish libraries in all courts up to the level of Chief Magistrates

3.8.6. Key interventions in strengthening strategic partnerships and resource mobilisation

- (i) Identify and engage Development Partners, Civil Society Organizations, Academia and Government Institutions for technical assistance, funding and capacity building.
- (ii) Utilise Administration of Justice Programme structures to address emerging issues in the delivery of justice.
- (iii) Coordinate the implementation of the Administration of Justice Programme activities.
- (iv) Develop bankable projects for resource mobilisation.

3.8.7. Key interventions in improving performance Management, Statistical development, and Monitoring and Evaluation

- (i) Roll out Performance Enhancement Tool (PET) to assess performance of staff.
- (ii) Upgrade PET to handle other HRM functions
- (iii) Implement the rewards and sanction framework.
- (iv) Undertake quarterly performance reviews to monitor progress.
- (v) Track compliance to the Judiciary Service Delivery Standards.
- (vi) Establish a fully-fledged Monitoring and Evaluation function.
- (vii) Automate monitoring and evaluation
- (viii) Establish an advanced data analytics for data management and business intelligence.
- (ix) Establish a well-coordinated and centralized project management system (Project Development, Coordination, implementation and closure)

By pursuing these seven strategic focus areas in a coordinated manner, the Judiciary can achieve the transformation agenda in a more organised, modern and efficient way.

3.9 Prioritisation Logic

The sequencing of interventions under this Plan is designed to maximize impact, ensure efficient use of resources and generate quick wins, while laying a strong foundation for long-term transformation. The interventions are enablers to adjudication of commercial, land, family, civil and other related disputes that are aimed at unlocking resources held up in the justice system for re-investment into the economy. The prioritization logic is as follows:

(i) **Digitalisation and automation of court processes as the foundation**

ICT offers higher multiplier effect in enhancing efficiency, effectiveness, transparency and accessibility in administration of justice. The Judiciary will prioritise automation of courts through rolling out of ECCMIS, CCAS, Video Conferencing System, digital Court Recording and Transcription and Judgement Writing Tool to expedite handling of cases and backlog reduction.

(ii) **Human Resource development as the driver of sustainability**

The focus of human resource capacity building will be done through recruitment and deployment of more Justices, Judges, Registrars, Magistrates and Administrative staff, continuous training and performance management. A skilled and competent workforce is essential for efficient and effective case disposal. The Judiciary will build the capacity of Judicial officers in handling of GBV cases, Juvenile cases, cybercrimes, environment, climate change, civil justice including commercial, land, family, taxation, patent rights, intellectual property laws among other emerging justice areas.

(iii) **Case Management and Case backlog reduction as a driver for institutional effectiveness**

Building on ICT and human resource, the Judiciary will intensify disposal of cases and reduce case backlog through special sessions in criminal, civil, land, commercial, family justice, Juvenile and GBV sessions. Strengthening coordination with justice actors to reduce misalignment and daily hearing of criminal matters to reduce systemic congestion.

The Judiciary will scale up the use of Alternative Dispute Resolution Mechanisms to ensure that the justice system remains accessible, fair and responsive to the needs of the court users. The mechanisms include Mediation, Plea Bargain and Small Claims Procedure. Specifically, through revitalizing the use of mediation in settlement of civil disputes at Supreme court, Court of Appeal, High court and Magistrates' courts, promoting the use of Plea-bargaining in fast tracking the disposal of criminal matters at High Court



and Magistrate Courts and use of Small Claims Procedure in all Magistrates Courts. Use of mediation and small claims procedure are essential in quick handling of cases and unlocking resources for re-investment in the economy.

(iv) **Access to justice as the equity enabler**

The Judiciary will continue to decentralise services by operationalising gazetted courts including Regional Courts of Appeal, High Court Circuits and Magistrate Courts, addressing physical infrastructure gaps in underserved areas and customising court buildings to cater for people with special needs. To further enhance equitable access, priority will also be on providing legal representation to capital and semi-capital offenders at the expense of the state.

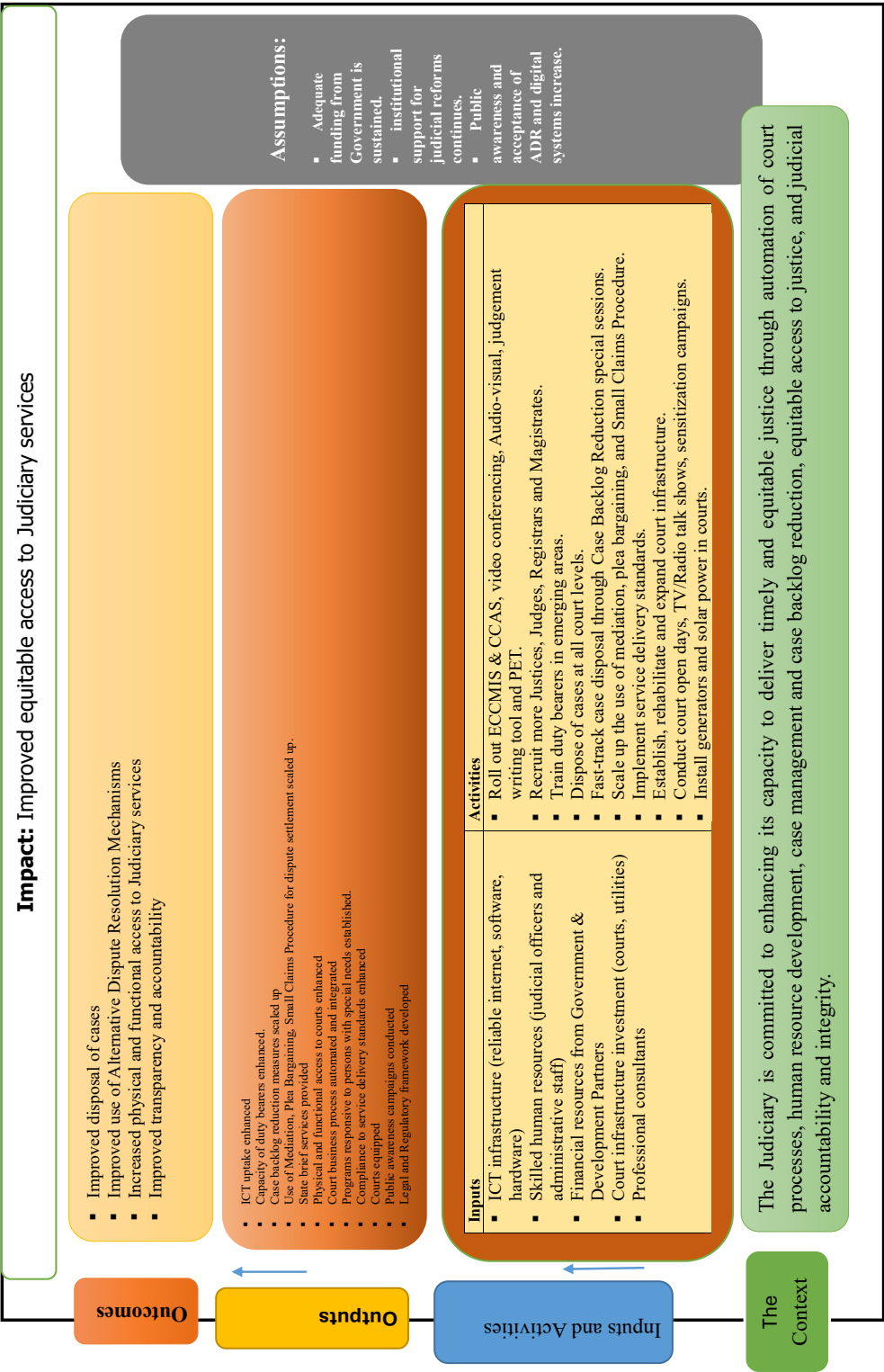
(v) **Judicial accountability and integrity as the trust anchor**

Finally, efforts to manage complaints, corruption, attendance to duty and overall Judiciary service delivery quality assurance will be reinforced to build public trust.

This sequencing approach ensures that structural enablers (ICT and human resource) are strengthened first, effective reforms (case management, backlog reduction, ADR and access) are consolidated next, and public trust-building (accountability and integrity) is strengthened to guarantee sustainability. This is elaborated in the theory of change as shown below.



JSPVI THEORY OF CHANGE





3.10 Results Framework

The Results Framework for JSPVI comprises the final outcomes, intermediate outcomes and their respective key performance indicators, baselines and targets aligned to strategic objectives for the period FY2024/25 to FY2029/30 as shown in Table 6 below. The detailed Results Reporting Framework (RRF) is incorporated in the Judiciary Implementation Action Plan (JIAP)-Annex 1. The JIAP serves as a results-based management tool to guide implementation, track progress, and ensure accountability across all priority areas of the Judiciary.

Table 6: Strategic Plan high-level outcomes

Outcome	Indicator	Baseline FY2024/25	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30
Impact: Improved equitable access to Judiciary services	Level of public trust in courts	82.00%	82.50%	83.00%	83.50%	84.00%	84.50%
Strategic Objective 1: Improve court processes and case management							
Final Outcome 1.1: Improved disposal of cases in the Judiciary	Disposal rate of cases in courts	57.61%	59.11%	60.61%	62.11%	63.61%	65.11%
	Percentage of backlog cases (%) in the courts	24.20%	23.20%	22.20%	21.20%	20.20%	19.20%
	Average lead time to dispose of a case (days)	935.50	921.00	907.00	893.00	879.00	865.00
Intermediate Outcome 1.1.1: Improved disposal of cases of special category	Disposal rate of commercial cases	51.00%	52.00%	53.00%	54.00%	55.00%	56.00%
	Disposal rate of land cases	41.40%	41.9.0%	41.40%	41.90%	42.40%	43.90%
	Disposal rate of family cases	62.76%	63.76%	64.76%	65.76%	66.76%	67.76%
	Disposal rate of civil cases	56.83%	57.83%	58.83%	59.83%	60.83%	61.83%
	Disposal rate of International Crimes cases	60.00%	61.00%	62.00%	63.00%	64.00%	65.00%
	Disposal rate of criminal cases	62.83%	63.83%	64.83%	65.83%	66.83%	67.83%



Outcome	Indicator	Baseline FY2024/25	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30
Intermediate Outcome 1.1.1: Improved disposal of cases of special category	Disposal rate of Anti-corruption cases	54.75%	55.75%	56.75%	57.75%	58.75%	59.75%
	Clearance rate of GBV cases	94.80%	95.30%	96.30%	96.80%	97.30%	94.80%
	Disposal rate of environmental- related cases	68.00%	70.00%	72.00%	74.00%	76.00%	68.00%
	Disposal rate of Juvenile cases	87.00%	88.00%	89.00%	90.00%	91.00%	87.00%
	Percentage of Backlog Cases of a Criminal nature	24.30%	23.30%	22.30%	21.30%	20.30%	19.30%
Intermediate Outcome 1.1.2: Reduced case backlog across all court levels	Percentage of Backlog Cases of a Civil nature	24.25%	23.25%	22.25%	21.25%	20.25%	19.25%
	Average time to dispose of civil cases (in days)	685.00	671.00	657.00	643.00	629.00	615.00
Intermediate Outcome 1.1.3: Reduced case turnaround time	Average time to dispose of criminal cases	1,186.00	1,172.00	1,158.00	1,144.00	1,130.00	1,116.00
	Proportion of courts using ECCMIS	11.40%	18.73%	26.08%	33.43%	40.78%	48.16%
Intermediate Outcome 1.1.4: Increased automation and integration of Justice delivery systems	Proportion of courts using CCAS	38.24%	41.00%	43.76%	46.52%	49.28%	52.04%

Outcome	Indicator	Baseline FY2024/25	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30
Final Outcome 1.2: Improved use of Alternative Dispute Resolution Mechanisms	Proportion of cases disposed of through ADR						
	Proportion of cases of a Civil nature resolved through mediation	5.00%	5.50%	6.00%	6.50%	7.00%	7.50%
Intermediate Outcome 1.2.1: Improved use of Mediation	Success rate of mediation	51.25%	52.25%	53.25%	54.25%	55.25%	56.25%
	Proportion of criminal cases disposed of through Plea Bargain clearance rate	75.12%	75.13%	75.14%	75.15%	75.16%	75.17%
Intermediate Outcome 1.2.2: Improved use of Plea Bargain	Proportion of civil-commercial disputes under 10M resolved through Small Claims Procedure	89.70%	89.75%	89.80%	89.85%	89.90%	89.95%
	Disposal Rate of Small Claims Procedure	76.00%	77.00%	78.00%	79.00%	80.00%	81.00%
Intermediate Outcome 1.2.3: Improved use of Small claims Procedure							



Outcome	Indicator	Baseline FY2024/25	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30
Strategic Objective 2: Enhance Equitable Access to Judiciary Services							
Final Outcome 2.1: Increased access to Judiciary services	Percentage of designated/ gazetted courts that are operational	39.00%	42.40%	45.80%	49.20%	52.60%	56.00%
	% of districts with functional court presence	78.00%	82.40%	86.80%	91.20%	95.60%	100.00%
	Percentage of Regional Courts of Appeal that are operational	0.00%	0.00%	0.00%	25.00%	25.00%	25.00%
Intermediate Outcome 2.1.1: Increased coverage and physical access to court services	Percentage of High Court Circuits that are operational	76.00%	76.00%	84.00%	100.00%	100.00%	100.00%
	Percentage of Chief Magistrate Courts that are operational	58.00%	59.00%	66.00%	69.00%	71.00%	73.00%
	Percentage of Grade One Magistrate Courts that are operational	20.00%	21.00%	22.00%	23.00%	24.00%	25.00%
	Percentage of Courts housed in Judiciary owned premises	48.00%	48.00%	48.00%	55.00%	60.00%	71.00%

Outcome	Indicator	Baseline FY2024/25	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30
Intermediate Outcome 2.1.2: Improved completion of infrastructure constructions	Percentage of completion of Regional Court of Appeal Courts constructed	0.00%	10.00%	25.00%	50.00%	75.00%	100.00%
	Percentage completion of High Court Circuit	0.00%	10.00%	25.00%	50.00%	75.00%	100.00%
	Percentage completion of Chief Magistrate Courts	0.00%	15.00%	30.00%	50.00%	75.00%	100.00%
	Percentage completion of Magistrate Grade I courts	0.00%	20.00%	35.00%	50.00%	75.00%	100.00%
	Percentage of completion of Institutional Houses at hard to reach/difficult areas constructed		10.00%	25.00%	50.00%	75.00%	100.00%
Strategic Objective 3: Strengthen the policy, legal, and institutional capacity of the Judiciary							
Final Outcome 3.1: Improved enabling legal and policy framework	Percentage of legal frameworks completed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Final Outcome 3.2: Improved transparency and accountability	Proportion of complaints against duty bearers concluded	92.00%	93.00%	94.00%	95.00%	96.00%	97.00%



Outcome	Indicator	Baseline FY2024/25	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30
Intermediate Outcome 3.2.1: Increased service delivery, quality assurance and oversight	Level of compliance to the service delivery standards		40.00%	45.00%	50.00%	55.00%	60.00%
Final Outcome 3.3: Improved capacity to deliver Judiciary services	Percentage of the strategic plan results attained	55.00%	55.00%	60.00%	65.00%	70.00%	75.00%
Intermediate Outcome 3.3.1: Improved Coordination and partnerships	Percentage of key decisions arising from Top management, Annual Judges Conference and Judiciary Council implemented	80.00%	81.00%	82.00%	83.00%	84.00%	85.00%



3.11 Strategic Interventions

Table 6 below provides a structured framework that aligns each strategic objective to high-level outcomes and identifies the corresponding interventions and actions to deliver the goal of the plan.

Table 7: Strategic Intervention Matrix (FY2025/26– FY2029/30)

Final Outcome	Interventions	Output	Actions
Strategic Objective 1: Improve court processes and case management			
Improved disposal of cases in the Judiciary	Dispose of cases at all court levels	Cases disposed of	Dispose of cases at Supreme Court
			Dispose of cases at Court of Appeal
			Dispose of cases at Commercial Division
			Dispose of cases at Land Division
			Dispose of cases at Family Division
			Dispose of cases at Civil Division
			Dispose of cases at International Crimes Division
			Dispose of cases at Criminal Division
			Dispose of cases at Anti-Corruption Division
			Dispose of cases at High Court Circuits across the country
			Dispose of cases at Magistrates' Courts
			Hold special court sessions to dispose of cases in refugee areas
			Dispose of environmental, natural resources, energy and climate-related cases
			Hold sessions in remand homes to dispose of juvenile cases
			Facilitate Mobile Courts in refugee communities.
Produce an international recognised consultant to undertake a study and produce an actionable report on more efficient ways to handle commercial and land matters.			
Develop and implement Case Backlog reduction action plan.			
Rollout of the use of Daily hearing of criminal cases in selected High Court Circuits.			
Provide legal representation at the expense of the state.			

Final Outcome	Interventions	Output	Actions
Improved disposal of cases in the Judiciary	Strengthen measures to reduce case backlog	Case backlog reduction measures enhanced	Conduct National Court Case census
			Carry out special backlog clearance sessions
			Conduct backlog reduction review engagements
			Enhance legal representation at the expense of the state
			Develop and implement case backlog reduction action plan
	Promote digital transformation and automation of court processes	ICT uptake enhanced	Roll out the use of daily hearing of criminal cases in selected High Court Circuits
			Maintain ICT equipment and Systems
			Procure and Install ICT Equipment
			Equip Courts with internet connectivity
			Roll out Judiciary Electronic Court Case Management Information System (ECCMIS) to regional Courts of Appeal and 80% of High Court Circuits and their respective lower courts
		Justice delivery systems automated and integrated	Establish the Judiciary situation room
			Roll out of Court Case Administration System (CCAS) in all courts
			Install Video Conferencing Systems and Audio Visual equipment in all High Court Circuits
			Install and maintain digital court recording and transcription equipment in the Supreme Court, Court of Appeal/Constitutional Court, all High Court Divisions, Circuits and Chief Magistrate Courts.
			Integrate the use of Artificial Intelligence (AI) in Judiciary business processes (legal research, case management and other emerging areas).
			Integrate case management systems with other systems in relevant institutions like National Identification and Registration Authority (NIRA), Ministry of Lands, Housing and Urban Development, ODPP, Uganda Police Force (CID) and Uganda Prisons Service for seamless data exchange
			Automate enrolment and licensing of Advocates and Court Bailiffs
			Operationalise the Judgment Writing Tool to all Judicial officers
			Subscribe all judicial officers to selected online libraries

Final Outcome	Interventions	Output	Actions
Improved use of Alternative Dispute Resolution Mechanisms	Promote use of ADR in the disposal of cases	ADR coordinated	ADR Countrywide Stakeholder Engagement and Training
			ADR support Supervision
			ADR performance Reviews
		Use of mediation for dispute settlement promoted	Accredit more mediators to cover Supreme Court, Court of Appeal, High Court Divisions and Circuits and selected Magistrate Courts
			Apply mediation in settlement of civil disputes in Courts (including commercial, land, civil and family) including settlement fortnight
			Mediation performance Reviews
			Mediation support Supervision
			Field monitoring of mediation Activities
			Mediation Countrywide Stakeholder Engagement
			Create mediation spaces in courts
		Use of Plea Bargaining promoted	Conduct plea bargaining sensitization and awareness campaigns
			Conduct Plea Bargaining in courts and Prisons
			Dispose of criminal cases through plea bargain
		Use of Small Claims Procedure mechanisms for dispute settlement promoted	Roll out Small Claims Procedure to all Magistrate courts
			Dispose of cases(Civil Commercial under 10 million shillings) through Small Claims Procedure
			Conduct on-station Small Claims Procedure Coaching sessions in Courts.
			Hold Small Claims Procedure Performance reviews
			Training of SCP implementers (Magistrates and clerks)
			Conduct Pre-Rollout Assessments
			Conduct Small Claims Procedure Sensitization and awareness campaigns

Final Outcome	Interventions	Output	Actions
Strategic Objective 2: Enhance equitable access to Judiciary services.			
Increased access to Judiciary services	Improve coverage of Judiciary services	Presence of courts enhanced	Operationalise Regional Courts of Appeal of Mbarara, Gulu, Mbale and Arua
			Operationalise the Natural resources, energy, Environment, Climate Change and infrastructure Division of the High Court
			Operationalise the remaining nine (9) High Court Circuits of Ibanda, Rakai, Ntungamo, Apac, Bugiri, Dokolo, Nebbi, Moyo and Pallisa
			Operationalise Chief Magistrate Courts in all the remaining districts
	Establish and improve court infrastructure	Court buildings constructed	Construct and operationalise Regional Courts of Appeal of Mbarara, Gulu, Mbale and Arua
			Complete the construction of High Court Circuit Buildings in Tororo, Soroti, Mpigi, Mukono High Court Annex
			Complete the construction of Chief Magistrate Courts in Katine, Amolatar, Bubulo, and Rakai
			Complete construction of Magistrate Grade I Courts in Rubuguri, Namutumba, Nyarushanje and Adwari
			Complete construction of institutional houses in the hard to reach and stay areas in Moyo, Bukwo, and Rubuguri
			Construction of International Crimes Division
			Construction of Anti-Corruption Division
			Construct the High Court Circuit buildings in Wakiso, Jinja, Masaka, Luweero, Entebbe, Mubende, Mbarara, Hoima, Iganga, Kitgum, Moroto, Bushenyi, Kasese, Arua and Fort Portal
			Construct the Chief Magistrate Courts in Dokolo, Oyam, Bunyangabu, Koboko, Lugazi, Nakapiripirit, Ntoroko, Sironko, Wakiso, and Kibaale
			Construct the Magistrate Grade I Courts in Lumino, Mbirizi, Kyazanga, Bududa, Kyangwali, Omoro, Kaliro, Rukiga, Kaharo, Kihhi, Bwera, Kagadi, Kakumiro, Kyankwanzi, busunju, Kazo, Kyanika, Kabong, Buvuma, Bukomansimbi, Pakwach, Busembatia, Rubanda, Mulanda, Obongi, Amudat, Bbaale and Kalliso

Final Outcome	Interventions	Output	Actions
	Retool Judiciary service delivery points		Construct institutional houses in the hard to reach and stay areas in Abim, Kabong, Bulisa, Kanungu, Kihhi, Adwari, Nwoya, Rubanda, Rukiga and Kaharo Arua, Bududa, Sigulu Islands, Buvuma, Bundibugyo, Ntoroko, Omoro, Kaliro, Isingiro, Kaberamaido, Buyende, Bwera, Katakwi, Moroto, Bbaale, Kibaale, Bukomero, Kazo, Bunagana, Kyanka, Kitgum, Koboko, Semuto, Amudat, Nakasongola, Zombo, Nyarushanje, Sembabule, Serere, Karenga, Buhweju, Pakwach, Nebbi, Mulanda and Yumbe
		Justice service delivery points rehabilitated	Construct the central archive
		Land titles processed	Rehabilitate Court buildings
		Justice service delivery points equipped	Process land titles for acquired land
		Alternative power sources acquired and installed	Equip Courts with adequate furniture
		Transport equipment acquired	Equip Courts with security equipment
			Procure and install Generators at Courts
			Procure and install Solar systems at Courts
			Procure vehicles for locus visits, inspection and entitled Officers
			Procure motorcycles for process service
			Procure boats for courts in Islands of Namayingo-Sigulu, Buvuma and Koome

Final Outcome	Interventions	Output	Actions
	Implement special programmes that promote equal opportunities to reduce vulnerability	Facilities responsive to persons with special needs established.	Establish 30 breastfeeding and children's playrooms in all High Court Circuits and selected Chief Magistrate Courts
		Counselling and Psychosocial support provided	Construct ramps at Courts for Persons with Disabilities
			Rehabilitate washrooms in courts to accommodate for Persons with Disabilities
			Provide professional counselling services
Strategic Objective 3: Strengthen the policy, legal, and institutional capacity of the Judiciary			
Improved enabling legal and policy framework	Strengthen legal and regulatory mechanisms for effective and efficient Judiciary service delivery	Legal and Regulatory framework enhanced	Develop and implement regulations for the Administration of the Judiciary, Act 2020
			Review/Develop Reforms and practice direction for effective and efficient Justice Service Delivery
			Develop practice direction, rules and guidelines
			Develop and reform criminal and civil policy, legal and regulatory frameworks
Improved transparency and accountability	Strengthen integrity and accountability	Capacity of the Judiciary to fight corruption strengthened.	Fast track the review of the pecuniary jurisdiction of Magistrates' Courts
			Implement Judiciary Anti-Corruption Strategy
			Operationalise Regional Inspectorate of Courts offices in Mbarara, Gulu, Mbale and Arua

Final Outcome	Interventions	Output	Actions
Improved capacity to deliver Judiciary services	Increase public awareness on the Judiciary services and complaints handling mechanisms.	Public awareness campaigns conducted	Conduct inspections (Inspectorate of courts and Top management)
			Conduct support supervision (Senior management)
			Facilitate Resident Judges to supervise Magisterial Areas under the High Court Circuit and report to the Principal Judge
			Conduct supervision visits of Local Council courts.
			Conduct Inspection/ Supervisory visits in service delivery points
			Conduct a survey on the satisfaction of the public on the Judiciary services
			Hold a National Court Open day
			Hold Court Open day at various courts to sensitize the public
			Conduct justice services awareness campaigns on TV and Radio
			Disseminate and distribute educational and promotional materials
		Complaints handled	Hold Annual Forums
			Prepare and implement communication strategy
			Create awareness on the Judiciary services and complaints handling mechanisms
			Automate the complaints management system
			Conduct investigations and dispose of complaints
			Handle disciplinary matters
			Strengthen Judiciary call Centre
			Submit a Cabinet Memorandum on the implementation of 100% pay target for the judicial officers of the lower bench and administrative staff
			Recruit the remaining Justices for the Regional Courts of Appeal to Operationalise the Regional Courts of Appeal
			Recruit Judges to Operationalise the remaining nine (9) High Court Circuits
	Enhance human resource management and development	Human Resource management and development enhanced	Recruit Magistrate Grade Ones to strengthen research for Justices and Judges
			Recruit ICT technical officers with emphasis on Systems Administrators
			Recruit court clerks to support Chief Magistrates Courts

Final Outcome	Interventions	Output	Actions
			Deploy Research Magistrate to Justices of Supreme Court and Court of Appeal based on the level of experience
			Deploy one Research Magistrate per Judge of the High Court
		Judiciary staff trained	Conduct specialised training for trainers (Justices, Judges, Registrars and Magistrates) to become experts in commercial land, international crimes, GBV, juvenile justice and environmental law
			Induct Judicial and Administrative staff
			Train Judicial officers and other staff of the Judiciary to enhance capacity in justice service delivery
			Conduct training needs assessment
			Develop trainings calendar
			Develop the Judiciary training policy
			Develop the curriculum
			Conduct training research to enhance capacity building programmes
	Strengthen case records management systems	Staff Salaries and related benefits paid	Pay emoluments and related expenses
		Records management improved	Provide health insurance to staff
		Legal reference materials provided	Re-organise, equip and maintain Registries and Archives
	Provide legal reference materials		Establish physical libraries in all courts up to the level of Chief Magistrate courts
			Provide legal reference materials to libraries and courts
			Subscribe to online legal libraries

Final Outcome	Interventions	Output	Actions
	Strengthen research and innovation in the Judiciary	Research on Administration of Justice conducted	Develop a Research Agenda for the Judiciary
		Law reports produced	Undertake research to inform justice service delivery
			Disseminate case summaries
			Upload law reports on ULII
	Improve performance Management, Statistical development and Monitoring & Evaluation	Judiciary performance management enhanced	Roll out Performance Enhancement Tool (PET) to assess performance of staff
			Conduct stakeholder engagements with institutions relevant to Performance enhancement and appraisal of Judicial Officers (JSC, ODPP, ULS, LDC)
			Conduct PET Survey field Data Collection and Monitoring
			Conduct monthly PET mass media awareness campaigns on Radio, TV and Social Media
			Conduct PET Regional Training, Hands-on and Practical session
			Develop performance analytics to provide real time insights on the management of cases and business intelligence in the court system (PET).
			Develop Judiciary Service Delivery Standards
			Enforce compliance to the Judiciary Service Delivery Standards
			Implement the rewards and sanction Framework
			Hold Annual Judges conference
			Hold Judges quarterly performance review meetings
			Hold Chief Registrar's meetings with Registrars and Magistrates

Final Outcome	Interventions	Output	Actions
		Leadership & Management coordinated	Hold Judiciary Council engagements
			Hold Top Management meetings
			Hold Senior Management meetings
			Hold AJA Committee meetings and their respective subcommittee meetings
		Programme coordinated	Identify and engage Development Partners, Civil Society, Academia and Government institutions Engage with development partners for technical assistance, funding and capacity building
			Hold Leadership Committee, Programme and Technical Working Group Engagements
			Hold Programme technical subcommittee meetings (infrastructure, Statistics and M&E and ICT)
			Hold Programme Annual and midterm Performance reviews
		Facilities and equipment managed	Develop Programme Implementation Action Plan
			Coordinate the implementation of Administration of Justice Programme activities
			Pay utilities
			Provide cleaning services at courts and offices
		Planning and Budgeting coordinated	Pay rent and related expenses
			Maintain court environment
			Provide Guard and security services at Courts and entitled Officers
			Maintain the Judiciary fleet
			Produce and submit Budget Framework Papers
			Produce periodic performance reports
			Undertake Budget monitoring
			Produce Strategic Plan VII

Final Outcome	Interventions	Output	Actions
		Policy Analysis coordinated	Develop/Review Judiciary policies
			Produce and submit Judiciary Policy Statements
			Undertake mid and end term reviews of the strategic plan VI
			Coordinate implementation status of Cabinet decisions/directives and ruling party manifesto
		Monitoring and Evaluation coordinated	Establish a fully-fledged Monitoring and Evaluation function
			Develop and operationalise the Judiciary M&E MIS
			Undertake M&E for Judiciary Strategic Plan, Work plans and Projects
			Develop and Review Judiciary and Programme Results frameworks
			Undertake quarterly performance reviews to ensure that the annual work plans are aligned to the strategic plan
			Coordinate and update Administration of Justice Programme reporting for NDP M&E MIS
		Data and statistics function developed and coordinated	Design and conduct evaluations for evidence based decision making
			Integrate GIS mapping into M&E
			Build the capacity of Registries and Departments in M&E
			Produce statistical abstracts and reports
			Produce Judiciary Strategic plan for statistics
			Develop and maintain real-time Statistics Dashboards
			Coordinate production of case data
			Conduct data and statistical quality assurance and control
			Triangulate monthly case statistics with selected publications
			Coordinate implementation of the Plan for National Statistical Development IV activities within the Judiciary
			Hold capacity building engagements with UBOS , USS and Academia
			Review, pretest and print case registers to capture emerging data needs.



Final Outcome	Interventions	Output	Actions
		Projects coordinated	Develop bankable projects for resource mobilisation
			Establish a well-coordinated and centralized project management system (project development, coordination, implementation and closure)
			Undertake projects performance reviews
			Hold project coordination meetings
		Finance and Administration services provided	Provide administrative and support Services
			Coordinate procurement and disposal services
			Coordinate Financial management and Accountability Services
			Coordinate audit and risk management services
		Crosscutting areas mainstreamed	Mainstream and implement HIV/AIDS & TB, Malaria workplace activities
			Develop institutional Gender and Equity action plan
			Conduct Anti-sexual Harassment Policy awareness campaigns
			Implement environment and climate change mitigation measures

CHAPTER FOUR:

FINANCING FRAMEWORK AND STRATEGY

4.0 Introduction

The financing framework of the Strategic Plan is premised upon the constitutional and statutory requirement that the Judiciary is primarily funded by the Government of Uganda through appropriations approved by Parliament pursuant to provisions intended to safeguard the Judiciary's financial and institutional independence.

The section outlines the estimated financial requirements over the strategic planning period and presents a comprehensive cost breakdown categorised by strategic objectives and interventions.

4.1 Financing Strategy

This financing framework will adopt various strategies while upholding the principle of judicial independence by anchoring the Strategic Plan's implementation on statutory funding, while allowing leveraging support from Development Partners in a manner consistent with constitutional safeguards and institutional integrity. The strategies will include the following:

- (i) Preparation and submission of the Judiciary budgetary needs of recurrent and development nature in accordance with Article 155 (2) of the Constitution, and in line with the Administration of Judiciary Act, Cap 4; and
- (ii) Leveraging support from Development Partners.

4.2 Summary of Judiciary Budget FY2025/26 - FY2029/30

The Judiciary Strategic Plan for FY2025/26 to FY2029/30 requires a total budget of **UGX 4,185 Billion**, strategically allocated across three core objectives. A total of **UGX 1,444 Billion**, is allocated to improve case management processes, highlighting the Judiciary focus on reducing backlog, improving efficiency, and ensuring timely justice. Enhancing equitable access to Judiciary services is allocated **UGX 937 Billion**, while **UGX 1,802 Billion** is required for strengthening policy, legal and institutional capacity in the Judiciary. This financing strategy ensures optimal use of resources in line with the Judiciary strategic priorities and supports service delivery and accountability. Table 8 shows the strategic plan budget requirements.

Table 8: Summary of Strategic Plan Budget Requirements FY2025/26 - FY2029/30 by Objective (UGX Billion)

Objective	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Improve Court Processes and Case Management	173.51	292.90	308.42	325.61	344.38	1,444.81
Enhance Equitable Access to Judiciary Services	143.00	180.73	225.91	210.72	177.57	937.94
Strengthen Policy, Legal, and Institutional Capacity	313.43	342.72	366.36	384.53	395.92	1,802.96
Total	629.94	816.35	900.69	920.86	917.87	4,185.71

Table 9: Summary of Strategic Plan Budget Requirements FY2025/26 - FY2029/30 by Expenditure Category (UGX Billion)

Budget Category	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage	115.38	121.56	135.42	145.51	156.63	674.49
Non-Wage Recurrent	386.48	458.91	503.04	522.56	530.03	2,401.03
Development	128.08	235.88	262.23	252.80	231.21	1,110.19
Total	629.94	816.35	900.69	920.87	917.87	4,185.71

4.3 Medium-Term Expenditure Framework (MTEF) projections and implications for Strategic Plan Financing.

The MTEF projections for the Judiciary over the next five years falls short of the amount required to fully implement the Strategic Plan. The total MTEF allocation for the strategic period FY2025/26 to FY2029/30 is projected at UGX 2,586 Billion. The MTEF Projections are indicated in the table below.

Table 10: Judiciary MTEF Projections FY2025/26 – FY2029/30 (UGX Billion)

Budget Category	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage	109.09	109.09	114.54	120.27	126.28	579.26
Non-Wage Recurrent	270.04	270.04	310.55	372.66	447.19	1,670.49
Development	56.01	56.01	61.61	73.93	88.72	336.28
Total	435.14	435.14	486.70	566.86	662.19	2,586.04

Source: Ministry of Finance, Planning and Economic Development, 2025

4.4 Strategic Plan funding gap

The implementation of the JSPVI requires a total of UGX 4,185 Billion, however the MTEF projections under NDP IV provide for UGX 2,586 Billion resulting into a funding gap of UGX 1,599 Billion. This shortfall requires the Judiciary to seek additional support from Government, explore Development Partner support and Leverage Public-Private Partnerships (PPPs). The details of the funding gap are indicated in the table below.

Table 11: Judiciary Funding Gaps FY2025/26 – 2029/30 (UGX Billion)

Classification	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage Gap	6.29	12.47	20.88	25.24	30.35	95.23
Non-Wage Recurrent Gap	116.44	188.87	192.49	149.90	82.84	730.54
Development Gap	72.07	179.87	200.62	178.87	142.49	773.93
Total Funding Gap	195.54	380.77	412.49	351.61	259.28	1,599.69

4.5 Strategic Plan funding by source

The Strategic Plan will primarily be funded through Government of Uganda appropriations. Development partner contributions are not explicitly included in this projection due to their annual and ad hoc nature. Any donor support secured during the planning period will be integrated into the budget through supplementary provisions.

Table 12: Strategic Plan Budget by Source of Funding (UGX Billion)

Source	2025/26	2026/27	2027/28	2028/29	2029/30	Total
GoU	629.94	816.35	900.69	920.86	917.87	4,185.71
Development Partner (Projected)						

4.5.1 Expenditure Strategies

- (i) Set clear spending priorities aligned with the Strategic Plan.
- (ii) Strengthen financial management and audit systems.
- (iii) Promote results-based budgeting to improve accountability.
- (iv) Implement cost-effective procurement practices.
- (v) Build internal capacity in financial planning, management and reporting.
- (vi) Utilise digital systems to enhance transparency.



4.6 Detailed Cost Implementation Matrix

JSP VI implementation action plan (matrix) is provided in Annex 1, linking each strategic objective to specific interventions, outcomes, outputs, key actions and their corresponding estimated costs, and responsible centres. This tool ensures alignment between financial allocations and strategic intent, promotes performance monitoring and evaluation, and enhances resource accountability throughout the plan period.

4.7 Costing methodology and Assumptions

The costing of the JSPVI is based on the all actions of outputs in the Plan aligned to the Administration of Justice Programme PIAP.

The key costing assumptions included the following:

- Unit costing used in resource estimates were based on the Terms and Conditions of the Judiciary Service Regulations, 2024 and costs for goods and services.
- Key interventions aligned to the AJP PIAP 2025/26-2029/30.

CHAPTER FIVE:

INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

5.1 Introduction

Effective implementation of the Sixth Judiciary Strategic Plan, FY2025/26 – 2029/30 (JSPVI) will be through well-coordinated institutional arrangements anchored in clearly defined roles, responsibilities, and performance accountability mechanisms. This chapter outlines the structures, systems, and coordination mechanisms that will be employed to ensure the successful execution of strategic objectives, interventions, and activities. The Judiciary's implementation framework will be guided by principles of efficiency, inclusiveness, transparency, and result-oriented management and anchored on:

- a. Effective coordination and cascading of the Plan to Courts, Registries, Departments, Units and staff to ensure compliance during planning and budgeting process
- b. Collaboration and cooperation with key stakeholders including Administration of Justice institutions and Other Government institutions, Development Partners and other Non-State actors
- c. Mobilisation of adequate resources
- d. Leveraging on ICT infrastructure
- e. Effective monitoring, evaluation and learning

5.2 Institutional framework

The implementation of the Strategic Plan will be led by the Chief Justice and Top Management members, supported by judicial officers and administrative staff. The strategic oversight and leadership is as follows:

- (i) **Chief Justice.** Provides overall policy direction and strategic oversight.
- (ii) **Deputy Chief Justice.** Responsible for ensuring compliance at the Court of Appeal/Constitutional Court.
- (iii) **Principal Judge.** Responsible for ensuring compliance at High Court and lower Courts

- (iv) **Permanent Secretary/Secretary to the Judiciary (PS/SJ).** The Accounting Officer and oversees budgeting, planning, and performance reporting. The PS/SJ will ensure resource mobilisation and implementation of the Plan.
- (v) **Chief Registrar.** Ensure compliance in the operations of lower Courts.
- (vi) **Inspectorate function.** Ensure compliance with service delivery standards in Courts.

5.3 Roles and Responsibilities of key actors

The tables below show the roles and responsibilities of the different internal and external stakeholders.

Table 13: Roles and Responsibilities of Internal Stakeholders

Responsible center	Roles and Responsibilities in the implementation of the Strategy
The Chief Justice	<ul style="list-style-type: none"> To provide overall policy and strategic leadership, and oversee and guide the implementation of the Plan Enforce adherence to performance management measures in the Judiciary
The Judiciary Council	<ul style="list-style-type: none"> Advise the Chief Justice on policy and strategic leadership of the implementation of the Plan
The Deputy Chief Justice	<ul style="list-style-type: none"> Assist the Chief Justice in the implementation of the Plan Oversee and guide the implementation of the Plan at the Court of Appeal/ Constitutional Court
The Principal Judge	<ul style="list-style-type: none"> Oversee and guide the implementation of the Plan at the High Court and Magistrates Courts Ensure adherence to performance management measures at High Court and Magistrates Courts
The Chief Inspector of Courts	<ul style="list-style-type: none"> Provide technical leadership of the Inspectorate of Courts in the implementation of the Plan
Heads of High Court Divisions and Circuits	<ul style="list-style-type: none"> Oversee the implementation of the Plan in their respective Divisions and Circuits Ensure adherence to performance management measures at the respective Divisions and Circuits

Responsible center	Roles and Responsibilities in the implementation of the Strategy
Permanent Secretary/ Secretary to the Judiciary	<ul style="list-style-type: none"> • As Accounting Officer, oversee and guide on the implementation of the Plan in the Judiciary in accordance with Articles 164 and 174 of the Constitution and other provisions in the Constitution, Public Finance Management Act, 2015, the Administration of Judiciary Cap4, and other relevant laws • Ensure adequate financing for the implementation of the Plan
Chief Registrar	<ul style="list-style-type: none"> • Oversee, guide and coordinate the implementation of the Plan in all Registries of the Judiciary and the lower Bench • Ensure adherence to performance management measures at the lower bench.
Registrars and Heads of Department and Units	<ul style="list-style-type: none"> • Implement the Plan at their respective Registries, Departments and Units in line with their mandate, and report on progress • Ensure adherence to performance management measures among staff
Chief Magistrates	<ul style="list-style-type: none"> • Oversee, coordinate and monitor the Implementation of the Plan in their respective Magisterial Areas • Ensure adherence to performance management measures among staff
Registry of Planning, Research and Development and Policy and Planning Department	<ul style="list-style-type: none"> • Provide technical guidance in alignment of the annual plans and budgets to the JSPVI • Monitor and evaluate the implementation of the Plan • Improve coordination with development partners
Members of staff of the Judiciary	<ul style="list-style-type: none"> • Proactively implement the activities under the Plan

Table 13: Roles and Responsibilities of External Stakeholders

Responsible center	Roles and Responsibilities in the implementation of the Strategy
Judicial Service Commission	<ul style="list-style-type: none"> Recruit and promote judicial officers and non-judicial officers of high ethical and professional standards Investigate complaints and take appropriate action Handle cases forwarded by the Judiciary promptly Carry out inspections Educate the public on their rights in the administration of justice
Parliament of Uganda	<ul style="list-style-type: none"> Appropriation of the Judiciary budget
Ministry of Finance, Planning and Economic Development	<ul style="list-style-type: none"> Budgetary allocations to the Judiciary Guiding on financial management
Administration of Justice Programme Institutions	<ul style="list-style-type: none"> Participate in Programme activities
Office of the Auditor General	<ul style="list-style-type: none"> Undertake value-for-money audits
The Public Procurement and Disposal of Public Assets Authority (PPDA)	<ul style="list-style-type: none"> Undertake procurement audits Offer guidance on procurement and disposal
Court users and the general public	<ul style="list-style-type: none"> Demand for services and provide feedback
Civil Society	<ul style="list-style-type: none"> Advocate for better services by the Judiciary Support in educating the masses about the Judiciary
Development Partners	<ul style="list-style-type: none"> Participate in the implementation of the Plan Propose actions to strengthen the administration of justice in Uganda Offer financial support

5.4 Coordination and collaboration mechanisms

To promote inter-institutional collaboration and coherence in implementation, the Judiciary will strengthen both internal and external coordination structures:

- (i) **Internal Coordination:** Through inter-departmental meetings, periodic performance reviews, and integration of work plans.
- (ii) **Collaboration with Administration of Justice Programme:** Including the Police, Directorate of Public Prosecutions, Uganda Prisons Service, and Ministry of Justice and Constitutional Affairs to address systemic bottlenecks in service delivery.
- (iii) **Stakeholder Engagement:** Regular consultations with development partners, civil society, legal aid providers, and the private sector to enhance resource mobilization and implementation effectiveness.

5.5 Capacity building and change management

Successful implementation of the Strategic Plan will require strengthened human resource capacity and institutional adaptability. The Judiciary will:

- (i) Conduct regular staff training and orientation on strategic priorities.
- (ii) Roll out a change management program to align institutional culture with strategic focus.
- (iii) Strengthen internal audit and performance appraisal systems to reinforce accountability.

5.6 Risk management and mitigation

Potential risks such as funding shortfalls, resistance to reforms, and delays in procurement and recruitment will be addressed through proactive risk management strategies including:

- (i) Regular risk assessments and updates by the Audit Committee.
- (ii) Integration of risk mitigation in planning and budgeting processes.

5.7 Implementation timeline and accountability framework

Implementation will follow a phased approach, aligned with the medium-term expenditure framework (MTEF) and annual work plans. Performance targets, milestones, and timelines will be set annually and reviewed quarterly. A performance accountability framework will be institutionalized to:



- (i) Link resource utilization to results.
- (ii) Assign clear responsibilities to Registries, Departments and officers.
- (iii) Enable corrective action and adaptive management.

The institutional arrangements outlined in this chapter provide a comprehensive framework for the Judiciary to successfully implement its Strategic Plan.

CHAPTER SIX:

COMMUNICATION AND FEEDBACK STRATEGY/ARRANGEMENTS

6.1 Introduction

Effective communication and feedback mechanisms are critical to the successful implementation of the Judiciary's Strategic Plan. A well-structured communication and feedback strategy ensures that internal and external stakeholders are adequately informed, actively engaged, and able to contribute to the realization of the Judiciary's strategic objectives. This chapter outlines the channels, tools, and mechanisms through which information sharing, stakeholder engagement, and feedback will be coordinated throughout the plan period.

6.2 Objectives of the communication and feedback strategy

- (i) To promote awareness and understanding of the Judiciary's Strategic Plan among stakeholders.
- (ii) To support internal coordination, performance tracking, and adaptive management.
- (iii) To facilitate meaningful engagement with the public, court users, development partners, and civil society.
- (iv) To ensure timely and accurate dissemination of information on progress, challenges, and results.

6.3 Target audiences

- (i) Internal: Judicial officers and administrative staff
- (ii) External: Court users, Litigants, Advocates, Civil Society Organisation, Development Partners, Media, Programme institutions, and the general public.

6.4 Communication channels and tools

Table 15: Communication channels and tools

Channel/Tool	Description
Internal Memos and Circulars	For official communication within the Judiciary
Annual Reports & Strategic Reviews	Summarize achievements, challenges, and recommendations for improvement.
Judiciary Website and ECCMIS Portal	For publishing strategic documents, performance reports, and service updates.
Media Engagement (TV, Radio, Press)	To disseminate information to the public and promote awareness.
Community Engagement Forums	Court Open Days to gather feedback and increase transparency.
Stakeholder engagements	For consultative meetings with CSOs, donors, and AJP actors.
Digital Platforms	Use of email, SMS alerts, and social media to enhance real-time communication.

6.5 Feedback mechanisms

- (i) Court Open Days
- (ii) Court User Committees
- (iii) Stakeholder satisfaction surveys
- (iv) ECCMIS feedback features
- (v) Regular performance review meetings and public engagement sessions.

6.6 Communication responsibilities

- (i) The Chief Registrar. Responsible for communication in the Judiciary.
- (ii) Registry of Public Relations and Communication and Communication Unit. Lead dissemination, media coordination and public engagement.

6.7 Monitoring communication effectiveness

Key indicators will be used to assess communication outcomes:

- (i) Reach and frequency of communication outputs
- (ii) Level of stakeholder awareness and satisfaction
- (iii) Responsiveness to stakeholder feedback
- (iv) Public perception of Judiciary transparency and accessibility



The Judiciary's communication and feedback strategy plays a vital role in promoting transparency, accountability, and inclusiveness. Through structured channels and responsive mechanisms, the Judiciary will ensure effective engagement with stakeholders, adapt to feedback, and reinforce public confidence in the justice system.

CHAPTER SEVEN:

RISK PLANNING AND MANAGEMENT

7.1 Introduction

The successful implementation of the Judiciary Strategic Plan requires a proactive approach to risk identification, mitigation, and adaptation. The Judiciary operates in a dynamic and often uncertain environment, facing multiple internal and external risks that could impede its ability to administer justice efficiently, equitably, and independently. This chapter presents the Judiciary's Risk Planning and Management Framework, which is designed to identify potential risks, assess their likelihood and impact, and develop robust mitigation strategies.

The framework aligns with the Government of Uganda Risk Management Strategy (2018), the Fourth National Development Plan (NDP IV), and Programme specific frameworks such as the JIAPS. It is grounded in principles of good governance, accountability, and institutional resilience.

7.2 Objectives of the Risk Management Framework

The Judiciary's risk management approach aims to:

- (i) Systematically identify risks that may affect the implementation of the Strategic Plan.
- (ii) Assess the severity and probability of identified risks.
- (iii) Prioritize and mitigate risks to ensure continuity of judicial operations.
- (iv) Strengthen institutional capacity for risk-informed decision-making.
- (v) Protect the integrity and reputation of the Judiciary.

7.3 Risk Management Process

The Judiciary's risk management cycle follows six interrelated steps:

Table 16: Risk management cycle

Step	Description
1. Risk Identification	Identify potential risks through internal audits, M&E reports, consultations, and scenario analysis.
2. Risk Assessment	Evaluate the likelihood and impact of each risk using standardized criteria.
3. Risk Prioritization	Classify risks as High, Medium, or Low using a risk matrix.
4. Risk Mitigation	Develop measures to avoid, reduce, transfer, or accept risks.
5. Risk Monitoring	Continuously track risk exposure and the effectiveness of mitigation strategies.
6. Risk Reporting	Document risk statuses in quarterly and annual reports for management decision-making.

7.4 Risk Categories and Descriptions

The Judiciary recognises the following categories of risk that may affect its mandate and strategic priorities:

Table 17: Categories of risk

Risk Category	Description
Strategic Risks	Misalignment with national policies, poor coordination with administration of justice programme institutions, or shifting government priorities.
Operational Risks	Inefficiencies in case management, understaffing, and inadequate infrastructure or logistics.
Financial Risks	Inadequate or delayed funding, overdependence on government financing, or weak financial oversight.
Technological Risks	Failures in ICT infrastructure, limited capacity to support digital transformation, or cyber threats.
Legal/Compliance Risks	Failure to comply with regulatory frameworks, court procedures, or internal audit findings.
Reputational Risks	Public mistrust due to perceived corruption, delayed justice, or lack of transparency.
Environmental Shocks	Risks from natural disasters, pandemics, or civil unrest disrupting court operations.
External risks	Risks that come from outside an organization and can affect its ability to meet its goals



7.5 Risk Rating Matrix

The Judiciary uses a risk matrix to prioritize risks based on their likelihood and impact.

Table 18: Risk matrix

Impact\ Likelihood	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Severe (5)	Medium	Medium	High	High	Extreme
Major (4)	Low	Medium	High	High	Extreme
Moderate (3)	Low	Medium	Medium	High	High
Minor (2)	Low	Low	Medium	Medium	High
Insignificant (1)	Low	Low	Low	Low	Medium

Note:

- Extreme Risks require immediate top management action.
- High Risks require specific mitigation and frequent review.
- Medium Risks are monitored through existing controls.
- Low Risks require basic monitoring.

7.6 Judiciary Risk Register

Table 19: Judiciary Risk Register

Risk ID	Category	Description	Likelihood	Impact	Rating	Mitigation Measures	Responsible Unit	Monitoring Frequency
R1	Strategic	Misalignment with evolving government policy priorities	Possible (3)	Major (4)	High	Realign Judiciary plans with MoFPED/NDP IV, hold regular policy consultations with AJP institutions	Planning Unit	Quarterly
R2	Operational	Backlog of cases due to inadequate staffing and manual processes	Likely (4)	Severe (5)	Extreme	Recruit staff, deploy e-filing and automated case management, streamline registries	HR & ICT Divisions	Monthly
R3	Financial	Late release of funds impacting court operations	Likely (4)	Major (4)	High	Engage MoFPED, improve financial forecasting, reallocate non-core expenditures	Accounts & Finance Department	Quarterly
R4	ICT	Cyber-attack or system breakdown of ECMS	Possible (3)	Major (4)	High	Enhance cybersecurity, invest in backup systems, train staff	ICT Division	Monthly
R5	Reputational	Public perception of bias or corruption in the Judiciary	Possible (3)	Severe (5)	High	Strengthen internal disciplinary procedures, enforce judicial ethics, communicate case timelines	Inspectorate, Judicial Service Commission	Quarterly
R6	Environmental	Pandemic or natural disaster disrupting court operations	Unlikely (2)	Severe (5)	Medium	Develop business continuity plans, digitize hearings, coordinate with emergency response agencies	JTMC, Registrar General's Office	Bi-annually
R7	External	Slow Integration of justice institutions ICT systems	Unlikely (2)	Major (4)	Medium	Fast-track integration of justice institutions ICT systems	AJP institutions	Annually
		Freezing or limited donor funding	Possible (3)	Minor (2)	Low	Diversify lobby of funds from potential donors	Judiciary	Annually

7.7 Risk Monitoring, Reporting, and Learning

Risk management will be embedded in the Judiciary's Monitoring and Evaluation Framework to ensure timely response and institutional learning. Key activities include:

- Quarterly Risk Review Meetings by Registry of Planning, Research and Development together with the Policy and Planning Department
- Annual Risk Evaluation Reports submitted to the Chief Justice.
- Mid-Term Strategic Review including reassessment of strategic risks.
- Integration with Performance Reports and Work Plan implementation tracking.
- Continuous Learning: Adjustments based on real-time feedback, complaints, and emerging trends.

7.8 Capacity Building and Resources

To institutionalize risk management, the Judiciary will:

- Develop a Judiciary Risk Management Manual.
- Provide regular training for staff and judicial officers on risk identification and mitigation.
- Allocate budgetary resources for risk management tools, systems, and reviews.
- Foster a culture of accountability and risk-awareness at all levels of the Judiciary.

CHAPTER EIGHT:

MONITORING, EVALUATION AND LEARNING FRAMEWORK

8.1 Introduction

Monitoring, Evaluation and Learning (MEL) is a critical component of strategic planning and implementation for the Judiciary of Uganda. A well-structured MEL framework enables the institution to assess progress, promote accountability, improve performance, and inform evidence-based decision-making. This chapter outlines the Judiciary's results-based MEL approach, roles and responsibilities, indicators, data collection systems, reporting mechanisms, and learning strategies.

The framework is aligned with national frameworks such as the Government Annual Performance Reports (GAPR) and the Fourth National Development Plan (NDP IV). It also supports the Judiciary's commitment to justice, efficiency, transparency, and continuous institutional improvement. Additionally, this MEL framework draws inspiration from international best practices on results-based management in judicial systems. This ensures that the Judiciary not only meets local standards but also contributes to global benchmarks for judicial excellence.

To further strengthen its foundation, the framework incorporates principles of inclusivity, ensuring that MEL processes consider gender, disability, and regional disparities in access to justice. This holistic approach helps address systemic challenges, such as case backlog in rural courts and the integration of alternative dispute resolution mechanisms.

8.2 Objectives of the MEL Framework

The Judiciary's MEL framework is designed to:

- a) To mainstream a Results-Based Management (RBM) approach that connects resources and activities to tangible outputs, outcomes, and long-term impact
- b) Track implementation of strategic objectives, outcomes, and outputs.
- c) Measure performance service delivery standards.
- d) Provide early warnings for corrective action and adaptive management.
- e) Promote transparency, learning, and accountability.

8.3 Institutional Arrangements for Monitoring, Evaluation and Learning

The Registry of Planning, Research and Development together with the Policy and Planning Department will lead the M&E function to carry out the following key actions:

- (i) Quarterly and annual performance reviews to help track implementation of outcomes, outputs and respective actions.
- (ii) Conduct a mid-term review of the plan to help measure performance, service delivery and identify early warnings for corrective action and adaptive management.
- (iii) Document lessons learnt to inform the next planning cycle
- (iv) Maintain annual performance data of the Plan in the Judiciary M&E Management Information System (M&E MIS).
- (v) Carry out an end-of-plan evaluation to review performance across the five-year implementation period.
- (vi) Report performance of the Judiciary to the Administration of Justice Programme structures and externally to Office of the Prime Minister, National Planning Authority, Ministry of Finance, Planning and Economic Development, Office of the President, and Non State Actors such as Development Partners.

Table 20: The roles of different actors in the MEL institutional arrangements

Actor	Role
Judiciary Top Management Committee	Reviews performance data, takes policy decisions on emerging issues
Finance, Planning and Development Committee	Reviews performance data
Registry of Planning, Research and Development	<ul style="list-style-type: none"> • Build the capacity of Courts and Registries in monitoring and evaluation • Collect and validate performance data from Courts and Registries
Registry of Magistrate Affairs and Data Management	Production of monthly, quarterly, half annual and annual statistical reports
Inspectorate of Courts	<ul style="list-style-type: none"> • Conduct inspections
Policy and Planning Department	<ul style="list-style-type: none"> • Operationalise the M&E MIS • Collect and validate performance data • Compile performance reports • Build the capacity of staff in Registries, Departments and Units in monitoring and evaluation
ICT Department	Supports digital M&E tools, dashboards, and data integrity
Internal Audit	Assesses compliance
Administration of Justice Programme Secretariat	Aggregates programme data and feeds into national performance platforms

8.4 Data Collection, Analysis, and Validation

Data will be collected using standardized tools such as:

- (i) Monthly and quarterly activity tracking forms
- (ii) Court performance (e.g. ECCMIS, CCAS, Case Backlog Monitoring Tool)
- (iii) Field monitoring reports
- (iv) Client feedback surveys

8.5 Performance Reporting Mechanism

Table 21: Performance Reporting Mechanism

Report Type	Content	Frequency	Submitted To
Monthly Progress Reports	Activity implementation updates	Monthly	<ul style="list-style-type: none"> Permanent Secretary/ Secretary to the Judiciary Chief Registrar
Quarterly Performance Reports	Output-level results, risks, and financial updates	Quarterly	<ul style="list-style-type: none"> Senior Management Committee Planning and Development Committee OPM MoFPED NPA
Annual Performance Report	Outcome-level assessment, challenges, lessons	Annually	<ul style="list-style-type: none"> Parliament MoFPED OPM Public
Mid-Term Strategic Review	Strategy alignment, major risk reappraisal	Midpoint of plan	<ul style="list-style-type: none"> Judiciary Top Management Senior Management Committee OPM NPA
End-of-Term Evaluation	Impact assessment, strategy lessons, sustainability	End of plan cycle	<ul style="list-style-type: none"> NPA OPM
Process evaluation of selected interventions	Evaluation of relevance, effectiveness, efficiency, coherence, sustainability for evidence based decision making	Annual	<ul style="list-style-type: none"> Judiciary Top Management Senior Management Committee OPM

8.6 Learning, Feedback, and Adaptive Management

The MEL reports will serve as a feedback and learning mechanism:

- Quarterly and annual reviews will be used to refine interventions based on data insights.
- Learning forums (e.g., performance review retreats, Top management and Senior management meetings, court user meetings, planning and



budgeting retreats) shall be utilized as fora to disseminate good practices and share experiences during the Plan period.

- (iii) Feedback loops from citizens, court users, and civil society will be used to improve service delivery.

8.7 Alignment with National and Programme M&E Systems

The Judiciary's M&E system shall at all times be aligned to:

- (i) AJP M&E Framework
- (ii) NDP IV M&E MIS
- (iii) UN SDG Reporting Mechanism (especially SDG 16: Peace, Justice, and Strong Institutions)

8.8 Resource allocation for M&E

Effective M&E requires dedicated resources:

- (i) Budget lines for M&E activities in the Registry of Planning, Research and Development and Policy and Planning Department work plans
- (ii) Recruitment more M&E officers to operationalize M&E Unit.
- (iii) Investment in M&E system including functional M&E MIS
- (iv) Capacity building of the M&E officers

CHAPTER NINE:

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 612.770 billion and the Institutional Development Project for the Judiciary worth UGX 497.42 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 22: Summary of project profile

Project Summary	
Project Title	Judiciary Infrastructure Development Project
NDPIV Programme	Administration of Justice Programme
Implementing Agency	101 Judiciary
NDP PIP Code	
MoFPED PIP Code	
Location	High Court, Headquarters
Estimated Cost (Billions)	612.770
Total Expenditure on Project related interventions up to start of next NDP (Billions)	
Project Duration/ Lifespan (Financial Years)	FY2026/27, FY2027/28, FY2028/29, FY2029/30, FY2030/31
Officer Responsible (Title)	Permanent Secretary/ Secretary to the Judiciary

Project Introduction

The demand for Justice services continues to increase due to the growing population and improved awareness about justice services.

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 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 Grade1 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.

The International Crimes Division (ICD) and Anti-Corruption Division (ACD) are mandated to handle special criminal matters. International Crimes Division handles sensitive cases of transitional justice, terrorism and human trafficking while Anti-Corruption Divisions handles cases of corruption and embezzlement of funds. These Divisions share rented premises in the busy city which in itself poses challenges given the nature of cases they handle.



	<p>In addition, the Judiciary lacks a central archive to store completed files from courts across the country.</p> <p>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.</p>
Problem Statement	<p>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.</p> <p>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 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>In addition, ACD and ICD Divisions that handle special category of cases operate in unconducive and insecure environment. Relatedly, there is no central registry for all completed for cases handled across the country hence affecting recording management for future reference.</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>
Outcomes/ Outputs	<p>Outcome:</p> <p>Increased access to frontline justice services from 56% in FY 2023/24 to 61% in FY 2029/30</p> <p>Expected Outputs:</p> <ul style="list-style-type: none">a) 4 Regional Court of Appeals constructedb) International Crimes Division, Anti-Corruption Division and Criminal Division building constructedc) 15 High Courts constructedd) 10 Chief Magistrates' Courts constructede) 28 Grade one Courts constructedf) 45 Institutional Houses in reach/difficult areas constructedg) Judiciary Central Archive building constructedh) Project coordinated and managed

Estimated Project Cost (Billions)						
Outputs	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Total
4 Regional Court of Appeals constructed	20.911	25.965	39.292	25.292	10.000	121.460
1 International Crimes Division, Anti-Corruption Division and Criminal Division building constructed	17.060	17.060	17.060	17.060	17.060	85.300
15 High Courts constructed	24.174	33.418	48.349	48.349	33.418	187.639
10 Chief Magistrates Courts constructed	12.747	12.081	15.414	14.747	11.614	66.708
28 Magistrate Grade one Courts constructed	11.976	23.005	32.338	27.066	25.128	119.513
45 Institutional Houses at hard to reach/difficult areas constructed	2.713	2.588	4.506	4.602	3.710	18.119
1 Judiciary Central Archive building constructed	1.860	1.860	1.860	1.860	1.860	9.300
Project managed and coordinated	0.744	1.058	1.107	0.969	0.889	4.767
Total	92.185	117.035	159.989	139.945	103.679	612.770



Strategic Plan Projected Performance						
Outcome	Indicator	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
Outcome 1: Increased access to frontline justice services from 56.16% in FY 2023/24 to 61.16% in FY 2030/31	Indicator 1: Percentage increase in coverage of justice services within a radius of 15kms	57.16%	58.16%	59.16%	60.16%	61.16%
Output	Indicator	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
4 Regional Court of Appeals constructed	Percentage of completion of Court of Appeal Courts constructed	10%	25%	50%	75%	100%
1 International Crimes Division, Anti-Corruption Division and Criminal Division building constructed	Percentage of completion of International Crimes, Anti-Corruption Division and Criminal Division building constructed	0%	10%	20%	75%	100%
15 High Courts constructed	Percentage completion of High Court Circuits	10%	25%	50%	75%	100%
10 Chief Magistrates Courts constructed	Percentage completion of Chief Magistrate Courts	15%	30%	50%	75%	100%
28 Grade one Courts constructed	Percentage completion of Magistrate Grade I courts	15%	30%	50%	75%	100%



1 Judiciary Central Archives building constructed	Percentage of completion of Judiciary Central Archives building	0%	10%	20%	70%	100%
45 Institutional Houses at hard to reach/difficult areas constructed	Percentage of completion of Institutional Houses at hard to reach/difficult areas constructed	10%	25%	50%	75%	100%



Project Summary	
Project Title	Institutional Development Project for Judiciary
NDPIV Programme	Administration of Justice Programme
Implementing Agency	101 Judiciary
NDP PIP Code	
MoFPED PIP Code	
Location	High Court, Headquarters
Estimated Cost (Billions)	497.421
Total Expenditure on Project related interventions up to start of next NDP (Billions)	
Project Duration/ Lifespan (Financial Years)	FY2025/26, FY2026/27, FY2027/28, FY2028/29, FY2029/30
Officer Responsible (Title)	Permanent Secretary/ Secretary to the Judiciary
Project Introduction	
<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> <ol style="list-style-type: none"> Establishment of breast feeding and children playrooms to ease the strain of mothers especially breast feeding mothers accessing services at court. 	

Situation Analysis	<p>ii. Acquisition of assorted furniture for Chambers, offices and 74 Court Stations.</p> <p>iii. Installation of 13 Air conditioners.</p> <p>iv. To improve electricity supply at courts, the Judiciary installed alternative sources of power (generators and solar panels at different courts across the country).</p> <p>v. The Judiciary also procured and installed security equipment at courts to improve security. It procured and installed 19 walk-through machines, 42 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>
Problem Statement	<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>



Outcomes/ Outputs	Outcome:					
	To increase disposal rate of cases from 56.7% in FY 2023/24 to 69.7% in FY2029/30.					
	Expected Outputs:					
	a) 12,532 pieces of ICT equipment and systems procured					
	b) 900 assorted transport equipment procured					
	c) 300 Alternative Sources of Power procured					
	d) 1,100 security systems and pieces of equipment procured					
	e) 180 courts and offices furnished					
Estimated Project Cost (Billions)						
Outputs	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Sub-Total
12,532 pieces of ICT equipment and systems procured	51.125	63.907	63.907	63.907	63.907	306.752
900 assorted transport equipment procured	25.686	24.259	25.686	25.686	27.113	124.150
300 Alternative Sources of Power procured	5.020	6.275	6.275	5.271	6.024	28.865
1,100 security systems and pieces of equipment procured	4.240	5.300	5.300	4.452	5.088	24.382
180 courts and offices furnished	2.308	2.885	2.885	2.424	2.770	13.273
Total	88.380	99.773	102.627	101.740	104.902	497.421

Strategic Plan Projected Performance						
Outcome	Indicator	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
Outcome 1: To increase disposal rate of cases from 56.7% in FY 2023/24 to 69.7% in FY2029/30.	Indicator 1: Disposal rate of cases	61.7%	63.7%	65.7	67.7%	69.7%
Output	Indicator	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
12,532 pieces of ICT equipment and systems procured	Number of ICT equipment and systems procured	5,014	1,879	1,880	1,880	1,879
900 assorted transport equipment procured	Number of assorted transport equipment procured	180	160	185	190	200
300 Alternative Sources of Power procured	Number of Alternative Sources of Power procured	58	62	62	58	60
1,100 security systems and pieces of equipment procured	Number of security systems and pieces of equipment procured	205	225	225	215	230
180 courts and offices furnished	Number of courts and offices furnished	33	38	38	34	37

Appendix 1: Judiciary Implementation Action Plan

	Indicator	Baseline FY2024/25	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible Centre/Person
NDPIV Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.									
NDPIV Strategic Objective 5: Strengthen good governance, security and the role of the state in development.									
Programme Goal: Improved access to justice for all.									
Judiciary Goal: A responsive and efficient Judiciary that guarantees equitable access to justice for all									
Impact: Improved equitable access to Judiciary services	Level of public trust in courts	82.00%	82.50%	83.00%	83.50%	84.00%	84.50%		
Judiciary Strategic Objective 1: Improve court processes and case management									
Final Outcome 1.1: Improved disposal of cases in the Judiciary	Disposal rate of cases in courts	57.61%	59.11%	60.61%	62.11%	63.61%	65.11%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
	Percentage of backlog cases (%) in the courts	24.20%	23.20%	22.20%	21.20%	20.20%	19.20%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management

	Average lead time to dispose of a case (days)	935.5	921	907	893	879	865	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
Intermediate Outcome 1.1.1: Improved disposal of cases of special category	Disposal rate of commercial cases	51.00%	52.00%	53.00%	54.00%	55.00%	56.00%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
	Disposal rate of land cases	41.40%	41.9.0%	41.40%	41.90%	42.40%	43.90%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
	Disposal rate of family cases	62.76%	63.76%	64.76%	65.76%	66.76%	67.76%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
	Disposal rate of civil cases	56.83%	57.83%	58.83%	59.83%	60.83%	61.83%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management



	Disposal rate of International Crimes cases	60.00%	61.00%	62.00%	63.00%	64.00%	65.00%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
	Disposal rate of criminal cases	62.83%	63.83%	64.83%	65.83%	66.83%	67.83%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
	Disposal rate of Anti-corruption cases	54.75%	55.75%	56.75%	57.75%	58.75%	59.75%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
	Clearance rate of GBV cases	94.80%	95.30%	96.30%	96.80%	97.30%	94.80%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
	Disposal rate of environmental-related cases	68.00%	70.00%	72.00%	74.00%	76.00%	68.00%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management

	Disposal rate of Juvenile cases	87.00%		88.00%	89.00%	90.00%	91.00%	87.00%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
Intervention 1.1.2.1: Dispose of cases at all court levels										
Output 1.1.2.1.1: Cases disposed of at all court levels	Number of Civil cases disposed of	72,414	80,452	81,257	82,069	82,890	83,719	Judiciary Annual Performance Report	Policy and Planning Department: Registry Magistrate Affairs and Data Management.	
	Number of Criminal cases disposed of	118,883	147,639	149,115	150,607	152,113	153,634	Judiciary Annual Performance Report	Policy and Planning Department: Registry Magistrate Affairs and Data Management.	
	Number of Election related civil cases disposed of	47	389	272	190	133	10	Judiciary Annual Performance Report	Policy and Planning Department: Registry Magistrate Affairs and Data Management.	
	Number of Corruption related cases disposed of	398	403	408	413	418	423	Judiciary Annual Performance Report	Policy and Planning Department: Registry Magistrate Affairs and Data Management.	



	Number of International crimes cases disposed of	66		69	72	75	78	81	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of Environmental and climate related cases disposed of	101		106	111	117	123	129	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of Land cases disposed of	26,532		31,393	31,707	32,024	32,344	32,668	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of Constitutional related cases disposed of	113		116	119	122	125	128	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of Commercial cases disposed of	8,303		5,363	5,417	5,471	5,526	5,581	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.

	Number of Family cases disposed of	32,273	27,122	27,936	28,774	29,637	30,526	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of Juvenile cases disposed of	2,662	2,682	2,702	2,722	2,742	2,762	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of SGBV cases disposed of	355	375	395	415	435	455	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of Refugee related cases disposed of	5,695	5,745	5,795	5,845	5,895	5,945	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.



Output 1.1.2.1.2: Cases disposed of at supreme court	Number of Civil cases disposed of	92			97	102	107	112	117	Judiciary Annual Performance Report	Registrar Su- preme Court. Policy and Plan- ning Depart- ment. Registry Magis- trate Affairs and Data Manage- ment.
	Number of Criminal cases disposed of	64			69	74	79	84	89	Judiciary Annual Performance Report	Registrar Su- preme Court. Policy and Plan- ning Depart- ment. Registry Magis- trate Affairs and Data Manage- ment.
	Number of Constitu- tional related cases disposed of	4			24	26	28	30	32	Judiciary Annual Performance Report	Registrar Su- preme Court. Policy and Plan- ning Depart- ment. Registry Magis- trate Affairs and Data Manage- ment.



Output 1.1.2.1.3: Cases disposed of at Court of Appeal/ Constitutional Court	Number of Civil cases disposed of	1,235	1,240	1,245	1,250	1,255	1,260	Judiciary Annual Performance Report	Registrar Court of Appeal	Policy and Plan- ning Depart- ment.	Registry Magis- trate Affairs and Data Manage- ment.
		605	610	615	620	625	630	Judiciary Annual Performance Report	Registrar Court of Appeal	Policy and Plan- ning Depart- ment.	Registry Magis- trate Affairs and Data Manage- ment.
	Number of Election related civil cases disposed of	15	100	30	0	0	0	Judiciary Annual Performance Report	Registrar Court of Appeal	Policy and Plan- ning Depart- ment.	Registry Magis- trate Affairs and Data Manage- ment.



Registrar Court of Appeal	Policy and Planning Department.	Registry Magistrate Affairs and Data Management.	Judiciary Annual Performance Report	164	163	162	161	160	109	Number of Constitutional related cases disposed of	
Registrar High Court	Policy and Planning Department.	Registry Magistrate Affairs and Data Management.	Judiciary Annual Performance Report	14,572	14,552	14,532	14,512	14,492	10,327	Number of Civil cases disposed of	Output 1.1.2.1.4: Cases disposed of at the High Court
Registrar High Court	Policy and Planning Department.	Registry Magistrate Affairs and Data Management.	Judiciary Annual Performance Report	12,783	12,763	12,743	12,723	12,703	10,418	Number of Criminal cases disposed of	

Number of Corruption related cases disposed of	398		403	408	413	418	423	Judiciary Annual Performance Report	Registrar High Court Policy and Planning Department. Registry Magistrate Affairs and Data Management.
Number of International crimes cases disposed of	66		105	110	115	120	125	Judiciary Annual Performance Report	Registrar High Court Policy and Planning Department. Registry Magistrate Affairs and Data Management.
Number of Land cases disposed of	16,008		19,388	19,408	19,428	19,448	19,468	Judiciary Annual Performance Report	Registrar High Court Policy and Planning Department. Registry Magistrate Affairs and Data Management.



Registrar High Court	Policy and Planning Department.	Registry Magistrate Affairs and Data Management.	Judiciary Annual Performance Report	8,353	8,343	8,333	8,323	8,313	8,303	Number of Commercial cases disposed of	
Registrar High Court	Policy and Planning Department.	Registry Magistrate Affairs and Data Management.	Judiciary Annual Performance Report	14,427	14,417	14,407	14,397	14,387	14,377	Number of Family cases disposed of	
Policy and Planning Department.	Registry Magistrate Affairs and Data Management.		Judiciary Annual Performance Report	33,152	33,052	32,952	32,852	32,752	31,644	Number of Civil cases disposed of	Output 1.1.2.1.5: Cases disposed of at Chief Magistrates' Courts
Policy and Planning Department.	Registry Magistrate Affairs and Data Management.		Judiciary Annual Performance Report	85,466	85,266	85,066	84,866	84,666	68,185	Number of Criminal cases disposed of	

	Number of Land cases disposed of	7,904	9,472	9,522	9,572	9,622	9,672	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of Family cases disposed of	14,124	14,134	14,144	14,154	14,164	14,174	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of Small claims cases disposed of	7,497	7,507	7,517	7,527	7,537	7,547	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
Output 1.1.2.1.6: Cases disposed of at Magistrates' Grade I Courts	Number of Civil cases disposed of	12,547	13,825	13,845	13,865	13,885	13,905	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
									Registry Magistrate Affairs and Data Management



	Number of Criminal cases disposed of	39,506	50,099	50,109	50,119	50,129	50,139	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of Land cases disposed of	2,619	3,357	3,367	3,377	3,387	3,397	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of Family cases disposed of	3,766	4,169	4,179	4,189	4,199	4,209	Judiciary Annual Performance Report	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
	Number of Small claims cases disposed of	8,576	8,581	8,586	8,591	8,596	8,601	Judiciary Statistical Abstract	Policy and Planning Department. Registry Magistrate Affairs and Data Management.
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Dispose of cases at Supreme Court			6,552	7,207	7,928	8,721	9,593		Registrar Supreme Court
Dispose of cases at Court of Appeal			8,442	9,286	10,215	11,236	12,36		Registrar Court of Appeal

Dispose of cases at Commercial Division		5,742	6,316	6,632	6,964	7,312	Registrar High Court
Dispose of cases at Land Division		3,426	4,111	4,522	4,975	5,472	Registrar High Court
Dispose of cases at Family Division		3,74	4,114	4,525	4,978	5,476	Registrar High Court
Dispose of cases at Civil Division		1,945	2,14	2,353	2,589	2,848	Registrar High Court
Dispose of cases at International Crimes Division		2,855	3,14	3,454	3,8	4,18	Registrar High Court
Dispose of cases at Criminal Division		2,68	2,948	3,242	3,567	3,923	Registrar High Court
Dispose of cases at Anti-Corruption Division		3,07	3,376	3,714	4,086	4,494	Registrar High Court
Dispose of cases at High Court Circuits across the country		37,354	41,089	45,198	49,718	54,69	Registrar High Court
Dispose of cases at Chief Magistrates' Courts		21,962	24,158	26,573	29,231	32,699	Registry Magistrate Affairs and Data Management
Dispose of cases at Magistrates' Grade I Courts		17,969	19,765	21,742	23,916	26,754	Registry Magistrate Affairs and Data Management
Hold special court sessions to dispose of cases in refugee areas		0,69	0,794	0,913	1,049	1,207	Registrar High Court Registrar Magistrates Affairs and Data Management



Conduct special SGBV (Sexual and Gender-Based Violence) sessions		1.064	1.223	1.407	1.618	1.861	Registrar High Court
Dispose of environmental, natural resources, energy and climate-related cases		0.293	0.337	0.387	0.445	0.512	Registrar High Court
Hold sessions in remand homes to dispose of juvenile cases		0.604	0.695	0.799	0.919	1.057	Registrar High Court
Facilitate Mobile Courts in refugee communities.		0	0.8	0.8	0.800	0.8	Registrar High Court
Procure an international recognised consultant to undertake a study and produce an actionable report on more efficient ways to handle commercial and land matters.			0.4	0	0.000	0	Registrar High Court
Provide legal representation at the expense of the state.		6.7912	52.3226	52.3226	52.323	52.3226	Registrar High Court

Hold Regional Coordination Committee (RCC) in High Court Circuits			0.655	0.701	0.746	0.791	0.836	Registrar High Court
Hold District Coordination Committee (DCC) in Magistrates' Courts			0.579	0.579	0.629	0.679	0.729	Registry Magistrate Affairs and Data Management
Intermediate Outcome 1.1.2: Reduced case backlog across all court levels	Percentage of Backlog Cases of a Criminal nature	24.30%	23.30%	22.30%	21.30%	20.30%	19.30%	Policy and Planning Department Registry Magistrate Affairs and Data Management
	Percentage of Backlog Cases of a Civil nature	24.25%	23.25%	22.25%	21.25%	20.25%	19.25%	Policy and Planning Department Registry Magistrate Affairs and Data Management
Intermediate Outcome 1.1.3: Reduced case turnaround time	Average time to dispose of civil cases (in days)	685 days	671 days	657 days	643 days	629 days	615 days	Policy and Planning Department Registry Magistrate Affairs and Data Management
	Average time to dispose of criminal cases	1,186 days	1172 days	1158 days	1144 days	1130 days	1,116 days	Policy and Planning Department Registry Magistrate Affairs and Data Management



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Roll out the use of daily hearing of criminal cases in selected High Court Circuits			0	1.248	2.497	3.745	4.994	Registrar High Court & Registrar Magistrates Affairs and Data Management
Produce Case backlog reduction progress reports			0.120	0.120	0.120	0.150	0.180	Registrar High Court & Registrar Magistrates Affairs and Data Management
Conduct backlog reduction sessions at Supreme Court.			-	0.729	0.729	0.729	0.729	Registrar High Court and Registrar Supreme Court
Conduct backlog reduction sessions at Court of Appeal.			2.340	2.340	2.540	2.540	2.840	Registrar High Court and Registrar Court of Appeal
Conduct backlog reduction sessions at High Court			6.240	9.673	11.243	11.571	11.639	Registrar High Court
Conduct backlog reduction sessions at Chief Magistrates' Court.			-	7.378	7.378	7.378	7.378	Registrar Magistrates Affairs and Data Management
Intermediate Outcome 1.1.4: Increased automation and integration of Justice delivery systems	Proportion of courts using ECCMIS	11.40%	18.73%	26.08%	33.43%	40.78%	48.16%	Judiciary Annual Performance Report
								Policy and Planning Department
								Registry Magistrate Affairs and Data Management



	Proportion of courts using CCAS	38.24%	41.00%	43.76%	46.52%	49.28%	52.04%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
Intervention 1.1.4.1: Promote digital transformation and automation of court processes									
Output 1.1.4.1.1: Justice delivery systems automated and integrated									
	Number of new Court Stations using ECCMIS	26	20	20	20	20	20	Judiciary Annual Performance Report	Information Communication and Technology Department
	Number of new courts with Video Conferencing facilities	36	41	39	39	39	39	Judiciary Annual Performance Report	Information Communication and Technology Department
	Number of new courts utilising digital court recording and transcription system	41	46	51	56	61	66	Judiciary Annual Performance Report	Information Communication and Technology Department
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Roll out Judiciary Electronic Court Case Management Information System (ECCMIS) to regional Courts of Appeal and 80% of High Court Circuits and their respective lower courts			10.085	20.620	20.620	20.620	20.620		Information Communication and Technology Department

Roll out of Court Case Administration System (CCAS) in all courts		0.080	0.822	0.822	0.822	0.822	Information Communication and Technology Department
Install Video Conferencing Systems and Audio Visual equipment in all High Court Circuits		-	2.800	2.800	2.800	2.800	Information Communication and Technology Department
Install and maintain digital court recording and transcription equipment in the Supreme Court, Court of Appeal/Constitutional Court, all High Court Divisions, Circuits and Chief Magistrate Courts.		-	0.250	0.250	0.250	0.250	Information Communication and Technology Department
Operationalise the Judgment Writing Tool to all Judicial officers		-	1.300	1.200	1.200	1.200	Information Communication and Technology Department
Subscribe all judicial officers to selected online libraries		1.950	1.950	2.000	2.050	2.100	Information Communication and Technology Department
Develop and operationalise Online Training Portal			0.200	0.800			Information Communication and Technology Department
Establish the Judiciary situation room			0.750				Information Communication and Technology Department



Integrate the use of Artificial Intelligence (AI) in Judiciary business processes (legal research, case management and other emerging areas).		0.300	0.300	0.300	0.300	Information Communication and Technology Department
Integrate case management systems with other systems in relevant institutions like National Identification and Registration Authority (NIRA), Ministry of Lands, Housing and Urban Development, ODPP, Uganda Police Force (CID) and Uganda Prisons Service for seamless data exchange		-	0.200	0.500	0.500	Information Communication and Technology Department
Automate enrolment and licensing of Advocates and Court Bailiffs				0.500		Information Communication and Technology Department
Output 1.1.4.1.2: ICT uptake enhanced	ECCMIS uptime rate	98	98.1	98.2	98.3	Judiciary Annual Performance Report
	Internet uptime rate	75	77	79	81	Judiciary Annual Performance Report
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Off Budget
						Responsible Centre/Person

Maintain ICT equipment and Systems			5.546	11.962	12.082	12.202	12.322	Information Communication and Technology Department
Procure and Install ICT Equipment			2.173	14.184	14.184	14.326	14.468	Information Communication and Technology Department
Equip Courts with internet connectivity			3.415	5.718	5.775	5.833	5.891	Information Communication and Technology Department
Develop ICT policy			0.360					Information Communication and Technology Department
Develop a strategy for ICT				0.360				Information Communication and Technology Department
Final Outcome 1.2: Improved use of Alternative Dispute Resolution Mechanisms	Proportion of cases disposed of through ADR	13.21	14.21	15.21	16.21	17.21	18.21	Judiciary Annual Performance Report
Intermediate Outcome 1.2.1: Improved use of Mediation	Proportion of cases of a Civil nature resolved through mediation	5.00%	5.50%	6.00%	6.50%	7.00%	7.50%	Policy and Planning Department
								Registry Magistrate Affairs and Data Management
								Policy and Planning Department
								Registry Magistrate Affairs and Data Management



	Success rate of mediation	51.25%	52.25%	53.25%	54.25%	55.25%	56.25%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
Intermediate Outcome 1.2.2: Improved use of Plea Bargain	Proportion of criminal cases disposed of through Plea Bargain clearance rate	75.12%	75.13%	75.14%	75.15%	75.16%	75.17%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
Intermediate Outcome 1.2.3: Improved use of Small claims Procedure	Proportion of civil-commercial disputes under 10M resolved through Small Claims Procedure	89.70%	89.75%	89.80%	89.85%	89.90%	89.95%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
	Disposal Rate of Small Claims Procedure	76.00%	77.00%	78.00%	79.00%	80.00%	81.00%	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management
Intervention 1.2.1.1: Promote use of ADR in the disposal of cases									

Output 1.2.1.1: ADR coordinated	Number of cases disposed of through ADR	34,258	34,943	35,642	36,355	37,082	37,824	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management Responsible Centre/Person
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
ADR Country-wide Stakeholder Engagement and Training			-	0.800	0.800	0.800	0.800		Registrar ADR
ADR support Supervision			0.072	0.180	0.180	0.200	0.200		Registrar ADR
ADR performance Reviews			0.214	0.214	0.214	0.214	0.214		Registrar ADR
Output 1.2.2.1: Use of mediation for dispute settlement promoted	Number of cases disposed of through mediation	6,803	6,823	6,843	6,863	6,883	6,903	Judiciary Annual Performance Report	Policy and Planning Department Registry Magistrate Affairs and Data Management Responsible Centre/Person
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Accredit more mediators to cover Supreme Court, Court of Appeal, High Court Divisions and Circuits and selected Magistrate Courts			0.339	0.600	0.600	0.600	0.600		Registrar ADR

[illegible]

Hold Plea Bargaining Camps at Chief Magistrates' Court level			0	0.645	0.645	0.645	0.645	0.645	Registrar ADR, Registrar High Court & Registrar Magistrates Affairs and Data Management
Output 1.2.4.1.1: Use of Small Claims Procedure mechanisms for dispute settlement promoted	Number of cases disposed of through Small Claims Procedure	24,976	24,996	25,016	25,036	25,056	25,076	Judiciary Annual Performance Report	Policy and Planning Department
									Registry Magistrate Affairs and Data Management
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Roll out Small Claims Procedure to all Magistrate courts			0.418	0.418	0.418	0.418	0.418		Registrar ADR
Dispose of cases (Civil Commercial under 10 million shillings) through Small Claims Procedure			0.510	0.510	0.510	0.510	0.510		Registrar ADR, Assistant Registrar -SCP
Conduct on-station Small Claims Procedure Coaching sessions in Courts.			0.126	0.342	0.342	0.342	0.342		Registrar ADR, Assistant Registrar -SCP
Hold Small Claims Procedure Performance reviews			0.264	0.419	0.419	0.419	0.419		Registrar ADR, Assistant Registrar -SCP



Training of SCP implementers (Magistrates and clerks)										Registrar -JTI, Registrar ADR, Assistant Registrar -SCP	0.200	0.200	0.200	0.200	0.200	
										Registrar ADR, Assistant Registrar -SCP	0.276	0.276	0.276	0.276	0.276	
										Registrar ADR, Assistant Registrar -SCP	0.371	0.371	0.371	0.371	0.371	
Conduct Pre-Rollout Assessments																
Conduct Small Claims Procedure Sensitization and awareness campaigns																
Judiciary Strategic Objective 2: Enhance Equitable Access to Judiciary Services																
Final Outcome 2.1: Increased access to Judiciary services																
	Percentage of designated/gazetted courts that are operational (disaggregated by court level)	39.00%	42.40%	45.80%	49.20%	52.60%	56.00%	Judiciary Annual Performance Report								
	% of districts with functional court presence	78.00%	82.40%	86.80%	91.20%	95.60%	100.00%	Judiciary Annual Performance Report								
Intermediate Outcome 2.1.1: Increased coverage and physical access to court services																
	Percentage of Regional Courts of Appeal that are operational	0%	0%	0%	25%	25%	25%	Judiciary Annual Performance Report								
	Percentage of High Court Circuits that are operational	76%	76%	84%	100%	100%	100%	Judiciary Annual Performance Report								

	Percentage of Chief Magistrate Courts that are operational	58%	59%	66%	69%	71%	73%	Judiciary Annual Performance Report	
	Percentage of Grade One Magistrate Courts that are operational	20%	21%	22%	23%	24%	25%	Judiciary Annual Performance Report	
	Percentage of Courts housed in Judiciary owned premises	48%	48%	48%	55%	60%	71%	Judiciary Annual Performance Report	
Intervention 2.1.1.1: Improve coverage of Judiciary services									
Output 2.1.1.1.1: Presence of courts enhanced	Number of new courts operationalised	8	3	3	3	3	3	Judiciary Annual Performance Report	
	Number of specialised courts established	0	0	0	1	0	0	Judiciary Annual Performance Report	
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Operationalise Regional Courts of Appeal of Mbarara, Gulu, Mbale and Arua			0	2.2	2.2	2.2	2.2		The Hon. Chief Justice
Operationalise the remaining nine (9) High Court Circuits of Ibanda, Rakai, Ntungamo, Apac, Bugiri, Dokolo, Nebbi, Moyo and Pallisa			-	2.337	2.337	2.337	2.337		The Hon. Deputy Chief Justice
									The Hon. Chief Justice
									The Hon. Principal Judge



Operationalise Chief Magistrate Courts in all the remaining districts			-	2.116	2.116	2.116	2.116	2.116	The Chief Registrar
Operationalise Magistrate Grade one Courts			-	1.300	1.300	1.300	1.300	1.300	The Chief Registrar
Intermediate Outcome 2.1.2: Improved completion of infrastructure constructions	Percentage of completion of Regional Court of Appeal Courts constructed	0.00%	10.00%	25.00%	50.00%	75.00%	100.00%	Judiciary Annual Performance Report	
	Percentage completion of High Court Circuit	0.00%	10.00%	25.00%	50.00%	75.00%	100.00%	Judiciary Annual Performance Report	
	Percentage completion of Chief Magistrate Courts	0.00%	15.00%	30.00%	50.00%	75.00%	100.00%	Judiciary Annual Performance Report	
	Percentage completion of Magistrate Grade I courts	0.00%	20.00%	35.00%	50.00%	75.00%	100.00%	Judiciary Annual Performance Report	
	Percentage of completion of Institutional Houses at hard to reach/ difficult areas constructed	0	10.00%	25.00%	50.00%	75.00%	100.00%	Judiciary Annual Performance Report	
Intervention 2.1.2.1: Establish and improve court infrastructure									
Output 2.1.2.1.1: Court buildings constructed	Number of courts constructed	3	3	3	3	3	3	Judiciary Annual Performance Report	

Strategic Plan Actions	Number of institutional houses constructed	Judiciary Annual Performance Report					Responsible Centre/Person
		9	9	9	10	10	
		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget
Construct Regional Courts of Appeal of Mbarara, Gulu, Mbale and Arua		20.911	25.965	39.292	25.292	10.000	
Complete the construction of High Court Circuit Buildings in Tororo, Soroti, Mpigi, Mukono High Court Annex		3.283	3.762	3.762	3.762	1.582	
Complete the construction of Chief Magistrate Courts in Katine, Amolatar, Bubulo, and Rakai		4.364	3.565	3.565	4.372	4.372	
Complete construction of Magistrate Grade I Courts in Rubuguri, Namutumba, Nyarushanje and Adwari		2.031	2.031	2.031	2.031	2.034	
Construction of International Crimes Division, Anti Corruption Division and Criminal Division building		17.060	17.060	17.060	17.060	17.060	



Construct the High Court Circuit buildings in Wakiso, Jinja, Masaka, Luweero, Entebbe, Mubende, Mbarara, Hoima, Iganga, Kitgum, Moroto, Bushenyi, Kasese, Arua and Fort Portal	24.174	33.418	48.349	33.418	48.349	33.418	Engineering and Technical Services Department
Construct the Chief Magistrate Courts in Bunyangabu, Lugazi, Nakapiripirit, Ntoroko, Sironko, Wakiso, Oyam, Amolatar, LDC and Obongi.	12.747	12.081	15.414	11.614	14.747	11.614	Engineering and Technical Services Department
Construct the Magistrate Grade I Courts in Lumino, Mbirizi, Kyazanga, Bududa, Kyangwali, Omoro, Kaliro, Rukiga, Kaharo, Kihhi, Bwera, Kagadi, Kakumira, Kyankwanzi, busunju, Kazo, Kyanika, Kabong, Buvuma, Bukomansimbi, Pakwach, Busembatia, Rubanda, Mulanda, Obongi, Amudat, Bbadle and Kalisizo	11.976	23.005	32.338	25.128	27.066	25.128	Engineering and Technical Services Department



Complete construction of institutional houses in the hard to reach and stay areas in Moyo, Bukwo, and Rubuguri	0	1.625	1.116	-	-	-	Engineering and Technical Services Department
Construct institutional houses in the hard to reach and stay areas in Abim, Kabong, Bulisa, Kanungu, Kihhi, Adwari, Nwoya, Rubanda, Rukiga, Kaharo, Arua, Bududa, Sigulu Islands, Buvuma, Bundibugyo, Ntoroko, Omoro, Kaliro, Isingiro, Kaberamaido, Buyende, Bwera, Katakwi, Moroto, Bbaale, Kibadale, Bukomero, Kazo, Bunagana, Kyanika, Kitgum, Koboko, Semuto, Amudat, Nakasongola, Zomba, Nyarushanje, Sembabule, Serere, Karenga, Buhweji, Pakwach, Nebbi, Mulanda and Yumbe.		2.713	2.588	4.506	4.602	3.710	Engineering and Technical Services Department



Construct the central archive			1,860	1,860	1,860	1,860	1,860		Engineering and Technical Services De-partment
Output 2.1.2.1.2: Justice service delivery points rehabilitated	10	Number of Courts rehabilitated	15	15	17	17	20	Judiciary Annual Performance Report	Judiciary
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Rehabilitate Court buildings			5,240	5,764	6,340	6,974	7,672		Engineering and Technical Services De-partment
Upgrade court buildings			-	4,000	4,000	4,000	4,000		Engineering and Technical Services De-partment
Intervention 2.1.2.2: Retool Judiciary service delivery points									
Output 2.1.2.2.1: Justice service delivery points equipped	25	Number of Courts furnished	27	29	31	33	35	Judiciary Annual Performance Report	Finance and Administration. Engineering and Technical Services.
		Number of Courts equipped with security equipment	4	4	5	6	7	Judiciary Annual Performance Report	Finance and Administration. Engineering and Technical Services.
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	

Equip Courts with adequate furniture			5.223	4.333	4.766	5.243	5.767	Finance and Administration. Engineering and Technical Services.
			5	6	7.2	8.28	9.522	Finance and Administration. Engineering and Technical Services.
Equip Courts with security equipment								
Output 2.1.2.2.2: Alternative power sources acquired and installed	0	Number of Courts equipped with generators	8	10	10	10	10	Engineering and Technical Services Department
	6	Number of Courts equipped with Solar systems	10	10	10	10	12	Engineering and Technical Services Department
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Centre/Person
Procure and install Generators at Courts			2.128	2.447	2.814	3.236	3.721	Engineering and Technical Services Department
Procure and install Solar systems at Courts			1.035	1.19	1.369	1.574	1.81	Engineering and Technical Services Department
Output 2.1.2.2.3: Transport equipment acquired	0	Number of transport equipment procured	97	100	105	110	110	Finance and Administration Department
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Centre/Person



Procure vehicles for locus visits, inspection and entitled Officers			18.960	19.324	20.000	21.000	23.000	Finance and Administration Department
Procure motorcycles for process service			0.850	0.850	0.850	0.850	0.850	Finance and Administration Department
Procure boats for courts in Islands of Namavingo-Sigulu, Buvuma and Koome			0.180	0.720	0.720	0.720	0.720	Finance and Administration Department
Intervention 2.1.2.3: Implement special programmes that promote equal opportunities to reduce vulnerability								
Output 2.1.2.3.1: Facilities responsive to persons with special needs established.	Number of breastfeeding and children's playrooms established	3	8	8	8	8	8	Finance and Administration. Engineering and Technical Services.
	Number of courts with facilities for Persons with Disabilities	13	18	18	20	20	23	Finance and Administration. Engineering and Technical Services.
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Centre/Person
Establish breastfeeding and children's playrooms at justice service delivery centres			0.800	0.800	0.800	0.800	0.800	Finance and Administration.
Construct ramps at Courts for Persons with Disabilities			0.400	0.400	0.400	0.400	0.400	Finance and Administration. Engineering and Technical Services.

Rehabilitate wash-rooms in courts to accommodate for Persons with Disabilities			0.400	0.400	0.400	0.400	0.400	Finance and Administration.	
Engineering and Technical Services.									
Output 2.1.2.3.2: Counselling and Psychosocial support provided	Proportion of eligible personnel accessing psycho-social support	100	100	100	100	100	Judiciary Annual Performance Report	Human Resource Management Department	
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Provide professional counselling services			0.040	0.100	0.120	0.150	0.180		Human Resource Management Department
Judiciary Strategic Objective 3: Strengthen the policy, legal, and institutional capacity of the Judiciary									
Final Outcome 3.1: Improved enabling legal and policy framework	Percentage of legal frameworks completed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Judiciary Annual Performance Report	
Intervention 3.1.1.1: Strengthen legal and regulatory mechanisms for effective and efficient justice service delivery									
Output 3.1.1.1.1: Legal and Regulatory framework enhanced	Number of policy and legal framework review/developed	0	3	3	3	3	3	Judiciary Annual Performance Report	Chief Registrar
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Develop and implement regulations for the Administration of the Judiciary, Act 2020			0.405	0.405	0.405	0.405	0.405		Chief Registrar, Registry of Planning, Research and Development



Review/Develop Reforms and practice direction for effective and efficient Justice Service Delivery			0.498	0.548	0.598	0.628	0.649	Chief Registrar, Registry of Planning, Research and Development
			0.299	0.3	0.4	0.4	0.4	Chief Registrar, Registry of Planning, Research and Development
			0.2	0.861	0.861	0.892	0.892	Chief Registrar, Registry of Planning, Research and Development
			0.1	0	0	0	0	Chief Registrar, Registry of Planning, Research and Development
Final Outcome 3.2: Improved transparency and accountability	Proportion of complaints against duty bearers concluded	92.00%	93.00%	94.00%	95.00%	96.00%	97.00%	Annual Performance Report
Intermediate Outcome 3.2.1: Increased service delivery, quality assurance and oversight	Level of compliance to the service delivery standards		40%	45%	50%	55%	60%	Judiciary Annual Performance Report
Intervention 3.2.1.1: Strengthen inspection and quality assurance in justice service delivery								
Output 3.2.1.1: Justice service delivery inspection enhanced	Judiciary Service Delivery Standards in place	0		1				Judiciary Annual Performance Report
								Policy and Planning Department

	Number of support supervisions conducted	1	59	59	59	59	59	Judiciary Annual Performance Report	Inspectorate of Courts
	Number of inspections conducted	300	300	300	300	300	300	Judiciary Annual Performance Report	
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Develop Judiciary Service Delivery Standards			-	0.6	-	-	-		Policy and Planning Department
Enforce compliance to the Judiciary Service Delivery Standards									The Chief Justice
									The Deputy Chief Justice
			0.600	0.600	0.600	0.600	0.600		The Principal Judge
									The Chief Registrar
Conduct Inspection/ Supervisory visits in service delivery points									The Permanent Secretary/ Secretary to Judiciary
			2.89	2.89	2.89	2.89	2.89		Inspectorate of Courts



Operationalise Regional Inspectorate of Courts offices in Mbarara, Gulu, Mbale and Arua		0	1.8	1.8	1.8	1.8	Inspectorate of Courts
Conduct country wide routine field inspections (Inspectorate of courts and Top management)		1.695	1.695	1.731	1.767	1.803	Inspectorate of Courts
Conduct support supervision (Senior management)		0.564	0.564	0.564	0.564	0.564	Inspectorate of Courts
Facilitate Resident Judges to supervise Magisterial Areas under the High Court Circuit and report to the Principal Judge		0.774	0.875	0.911	0.947	0.983	Inspectorate of Courts
Conduct supervision visits of Local Council courts.		1.04	1.04	1.12	1.12	1.36	Inspectorate of Courts
Conduct Inspection/ Supervisory visits in service delivery points		0.4	0.4	0.4	0.4	0.4	Inspectorate of Courts
Conduct a survey on the satisfaction of the public on the Judiciary services		0	0.4	0	0.4	0	Inspectorate of Courts
Hold Inter-Institutional engagement		0	0.079	0.079	0.079	0.079	Inspectorate of Courts
Carry out Judiciary Integrity Survey		0	0.4	0	0.4	0	Inspectorate of Courts
Develop Judiciary Annual Court Inspection Plan		0	0.045	0.045	0.045	0.045	Inspectorate of Courts



Hold consultative meetings to develop and Validate Judiciary Annual Court Inspection Plan		0	0.096	0.096	0.096	0.096	Inspectorate of Courts
Conduct Adhoc field inspections		0.028	0.199	0.199	0.199	0.199	Inspectorate of Courts
Conduct special inspections		0.217	0.217	0.217	0.217	0.217	Inspectorate of Courts
Conduct compliance checks on Service delivery Standards and the Judiciary Client Charter with the Human Resource Department, RPD , PPD and PRO		0	0.372	0.372	0.372	0.372	Inspectorate of Courts
Conduct Peer Review Committee activities		0	0.400	0.400	0.400	0.400	Inspectorate of Courts
Hold Disciplinary Committee meetings		0.63	0.165	0.165	0.165	0.165	Inspectorate of Courts
Conduct compliance checks on the Judiciary Anti-Corruption Strategy with the Human Resource Department, RPD , PPD and PRO		0	0.372	0.372	0.372	0.372	Inspectorate of Courts
Hold Integrity Committee meetings		0	0.074	0.074	0.074	0.074	Inspectorate of Courts



Hold a Retreat on Monitoring and specialised investigation skills targeting Inspectors, Circuit Registrars and Chief Magistrates			0	0.157	0.157	0.157	0.157	0.157	Inspectorate of Courts
Conduct Integrity Committee Field Tours			0	0.310	0.310	0.310	0.310	0.310	Inspectorate of Courts
Hold online Integrity education session			0	0.007	0.007	0.007	0.007	0.007	Inspectorate of Courts
Inspection of Support Staff (Court Clerks, Office Attendants and Records Officers)			0	0.245	0.245	0.245	0.245	0.245	Registry Magistrate Affairs and Data Management
Conduct support Supervision for Magistrates' Courts			0.360	0.368	0.368	0.368	0.368	0.368	Inspectorate of Courts
Conduct Ahoc inspections (Magistrates courts)			0.028	0.245	0.245	0.245	0.245	0.245	Inspectorate of Courts
Intervention 3.2.1.2: Strengthen integrity and accountability									
Output 3.2.1.2.1: Capacity of the Judiciary to fight corruption strengthened									
Judiciary Anti-corruption strategy in place	0		1	-	1	-	-	-	Inspectorate of Courts
Number of regional inspectorate of courts offices established	0		2	2	2	2	2	2	Inspectorate of Courts
Percentage progress on the implementation of the Anti-corruption strategy	-		50	70	100	100	100	100	Inspectorate of Courts

Strategic Plan Actions		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Implement Judiciary Anti-Corruption Strategy		1.26	1.26	1.26	1.26	1.26		Inspectorate of Courts
Intervention 3.2.1.3: Increase public awareness on the Judiciary services and complaints handling mechanisms.								
Output 3.2.1.3.1: Complaints handled	900	900	900	900	900	900	Judiciary Annual Performance Report	Inspectorate of Courts
	61	66	71	76	81	86	Judiciary Annual Performance Report	Inspectorate of Courts
Strategic Plan Actions		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Conduct investigations and dispose of complaints		0.12	0.12	0.12	0.12	0.12		Inspectorate of Courts
Handle disciplinary matters		0.14	0.14	0.14	0.14	0.14		Inspectorate of Courts
Strengthen Judiciary call centre		0.35	0.35	0.35	0.35	0.35		Registry of Communications and Public Relations
Automate the complaints management system		0	0	0	0.35	0		Registry of Communications and Public Relations
Output 3.2.1.3.2: Public awareness campaigns conducted	12	16	20	24	28	30	Judiciary Annual Performance Report	Registry of Communications and Public Relations



	Number of radio/ TV talk shows con- ducted	297	268	271	274	277	283	Judiciary Annual Performance Report	Registry of Communica- tions and Public Relations
	Number of out- reaches and baraz- as conducted	1712	1274	1274	1264	1264	1260	Judiciary Annual Performance Report	Registry of Communica- tions and Public Relations
	Number of IEC ma- terials disseminated	86,004	124,004	130,004	130,004	130,004	130,004	Judiciary Annual Performance Report	Registry of Communica- tions and Public Relations
	Number of Annual Forums held	6	6	6	6	6	6	Judiciary Annual Performance Report	Chief Registrar
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Conduct National Court Open Day and Justice Week			0.952	1.142	1.371	1.577	1.813		Registry of Communica- tions and Public Relations
Hold Court Open day at various courts to sensitize the public			1.924	2.116	2.328	2.561	2.817		Registry of Communica- tions and Public Relations
Conduct Judiciary services awareness campaigns on TV and Radio			1.375	1.513	1.664	1.831	2.014		Registry of Communica- tions and Public Relations
Disseminate and distribute educa- tional and promo- tional materials			1.066	1.173	1.290	1.419	1.561		Registry of Communica- tions and Public Relations



Hold Annual Forums			2.815	3.526	3.826	4.076	4.234	Chief Registrar Registry Human Resource De- velopment and Training
Prepare and imple- ment communica- tion strategy			0.400	0.400	0.400	0.400	0.400	Registry of Communica- tions and Public Relations
Install functional information desks at Courts			-	0.200	0.200	0.300	0.300	Registry of Communica- tions and Public Relations
Maintain partner- ships with non-state actors			0.192	0.192	0.198	0.200	0.210	Registry of Communica- tions and Public Relations
Pay Judiciary PRAU subscription			-	0.004	0.004	0.004	0.004	Registry of Communica- tions and Public Relations
Accredit Judiciary media			-	0.020	0.020	0.020	0.020	Registry of Communica- tions and Public Relations
Conduct stakehold- er engagements and support super- vision in Courts			0.288	0.288	0.295	0.300	0.300	Registry of Communica- tions and Public Relations
Conduct public outreaches			0.892	1.200	1.392	1.392	1.392	Registry of Communica- tions and Public Relations
Update and maintain infor- mation-sharing platforms (website, Twitter, Facebook)			0.022	0.022	0.022	0.022	0.022	Registry of Communica- tions and Public Relations



Manage complaints and inquiries through the toll-free line			0.352	0.352	0.352	0.352	0.352	Registry of Communications and Public Relations
Install standard 3D signage and boards at Courts			0	0.2	0.2	0.2	0.2	Registry of Communications and Public Relations
Produce Judiciary calendars and diaries			0.35	0.4612	0.4612	0.4612	0.4612	Registry of Communications and Public Relations
Translate IEC materials into local and sign languages			0	0.259	0.259	0.259	0.259	Registry of Communications and Public Relations
Final Outcome 3.3: Improved capacity to deliver Judiciary services	Percentage of the strategic plan results attained	55.00%	55.00%	60.00%	65.00%	70.00%	75.00%	Judiciary Annual Performance Report
Intermediate Outcome 3.3.1: Improved Coordination and partnerships	Percentage of key decisions arising from Top management, Annual Judges Conference and Judiciary Council implemented	80.00%	81.00%	82.00%	83.00%	84.00%	85.00%	Judiciary Annual Performance Report
Intervention 3.3.1.1: Enhance human resource management and development								
Output 3.3.1.1: Human Resource management and development enhanced	Percentage of Judiciary structure filled	32%	37.00%	42.00%	47.00%	52.00%	57.00%	Judiciary Annual Performance Report
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget
								Responsible Centre/Person

Submit a Cabinet Memorandum on the implementation of 100% pay target for the judicial officers of the lower bench and administrative staff			-	0.050	-	-	-	Permanent Secretary/ Secretary to the Judiciary
Recruit the remaining Justices for the Regional Courts of Appeal to operationalise the Regional Courts of Appeal			0	0	4.784	5.98	5.98	The Hon. Deputy Chief Justice
Recruit Judges to operationalise the remaining nine (9) High Court Circuits			0	2.721	2.721	2.721	0	The Hon. Principal Judge
Recruit Magistrate Grade Ones to strengthen research for Justices and Judges			0	0	5.94	5.94	5.94	Chief Registrar
Recruit ICT technical officers with emphasis on Systems Administrators			1.675	2.01	2.01	2.01	1.34	Permanent Secretary/ Secretary to the Judiciary
Recruit court clerks to support Chief Magistrates Courts			0.651	0.84	0.945	1.05	1.05	Chief Registrar
Deploy Research Magistrate to Justices of Supreme Court and Court of Appeal based on the level of experience			0	0.0858	0.0936	0.1014	0.1092	Chief Registrar



Deploy one Re-search Magistrate per Judge of the High Court			0.2392	0.2392	0.247	0.2548	0.273	Chief Registrar
Output 3.3.1.1.2: Judiciary staff trained	387	Number of duty bearers trained	400	400	400	400	Judiciary Annual Performance Report	
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Centre/Person
Conduct specialised training for trainers (Justices, Judges, Registrars and Magistrates) to become experts in commercial land, international crimes, GBV, juvenile justice and environmental law				0.800	0.900	1.000	1.200	Registrar Human Resource Development and Training
Induct Judicial and Administrative staff			0.500	0.821	0.860	0.900	0.950	Human Resource and Management Department Registrar Human Resource Development and Training
Train Judicial officers and other staff of the Judiciary to enhance capacity in justice service delivery			6.814	11.498	11.600	12.120	12.510	Registrar Human Resource Development and Training



Conduct training needs assessment				0.171	0.180	0.184	0.190	0.192	Human Resource and Management Department Registrar Human Resource Development and Training
Develop trainings calendar				0.050	0.050	0.060	0.080	0.080	Human Resource and Management Department Registrar Human Resource Development and Training
Develop the Judiciary training policy				-	0.200	-	-	-	Human Resource and Management Department Registrar Human Resource Development and Training
Develop the curriculum				0.447	-	-	-	-	Human Resource and Management Department Registrar Human Resource Development and Training



Conduct training research to enhance capacity building programmes				0.200	0.300	0.300	0.300	0.300	Human Resource and Management Department Registrar Human Resource Development and Training
		100		100	100	100	100	Judiciary Annual Performance Report	Human Resource and Management Department
	Output 3.3.1.1.3: Staff Salaries and related benefits paid		100	100	100	100	100	Judiciary Annual Performance Report	Human Resource and Management Department
	Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Centre/Person
	Pay emoluments and related expenses			178.225	181.79	189.061	196.624	204.488	Human Resource and Management Department
Coordinate Human Resource Services				4.524	4.605	4.688	4.773	4.859	Human Resource and Management Department
	Provide health insurance to staff			5.54	6.205	6.949	7.783	8.717	Human Resource and Management Department
	Intervention 3.3.1.2: Strengthen case records management systems								
Output 3.3.1.2.1: Case Records management improved	Number of Registries and Archives re-organised	17		24	24	24	24	24	Judiciary Annual Performance Report

Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Re-organise Registries and Archives in High Courts			0.764	0.874	0.874	0.874	0.874		Registrar High Court
Re-organise of Registries and Archives in Chief Magistrates' Courts			0.310	0.621	0.621	0.621	0.621		Registry Magistrate Affairs and Data Management
Re-organise of Registries and Archives in Magistrates' Grade I Courts			0.326	0.621	0.621	0.621	0.621		Registry Magistrate Affairs and Data Management
Re-organise, equip and maintain open registry and Archives			-	0.1	0.1	0.1	0.1		Commissioner Human Resource Management
Intervention 3.3.1.3: Provide legal reference materials									
Output 3.3.1.3.1: Legal reference materials provided									
	20		20	20	20	20	20	Judiciary Annual Performance Report	
	4		4	4	4	4	4	Judiciary Annual Performance Report	Information Communication and Technology Department
	750		750	750	750	750	750	Judiciary Annual Performance Report	
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person



Provide legal reference materials to libraries and courts			3.18	3.18	3.18	3.212	3.244	Finance and Administration Department
Subscribe to online legal libraries			1.725	2.625	2.625	2.650	2.700	Information Communication and Technology Department
Subscribe to legal databases			1.501	1.501	1.501	1.501	1.501	Information Communication and Technology Department
Intervention 3.3.1.4: Strengthen research and innovation in the Judiciary								
Output 3.3.1.4.1: Research on Administration of Justice conducted	0	Number of Research studies conducted	5	7	7	7	7	Registry of Planning, Research and Development
	0	Judiciary Research plan in place	1					
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Centre/Person
Develop a Research Agenda for the Judiciary			0.2	0.4	0.4	0.4	0.4	Registry of Planning, Research and Development
Undertake research to inform Judiciary service delivery			0.3	0.3	0.3	0.3	0.3	Registry of Planning, Research and Development
Output 3.3.1.4.2: Law reports produced	8,947	Number of case reports uploaded onto ULJI	14,000	14,000	14,000	14,000	Judiciary Annual Report	Registry Human Resource Development and Training

Strategic Plan Actions		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Disseminate case summaries		0.160	0.160	0.160	0.160	0.160		Registrar Human Resource Development and Training
Upload law reports on ULI		0.099	0.120	0.140	0.160	0.180		Registrar Human Resource Development and Training
Intervention 3.3.1.5: Improve performance Management, Statistical development and Monitoring & Evaluation								
Output 3.3.1.5.1: Judiciary performance management enhanced	1	3	3	3	3	3		
Strategic Plan Actions		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Roll out Performance Enhancement Tool (PET) to assess performance of staff		0.100	0.100	0.100	0.100	0.100		Chief Registrar

Conduct stakeholder engagements with institutions relevant to Performance appraisal of Judicial Officers (JSC, ODP, ULS, LDC)		0	0.264	0.264	0.264	0.264	Chief Registrar
Conduct PET Survey field Data Collection and Monitoring		0.100	0.390	0.390	0.390	0.390	Chief Registrar
Conduct monthly PET mass media awareness campaigns on Radio, TV and Social Media		0.200	0.285	0.285	0.285	0.285	Chief Registrar
Conduct PET Regional Training, Hands-on and Practical session		0.240	0.320	0.320	0.320	0.320	Chief Registrar
Develop performance analytics to provide real time insights on the management of cases and business intelligence in the court system (PET).		0.048	0.048	0.048	0.048	0.048	Chief Registrar
Track implementation of Judiciary Service Delivery Standards		0.200	0.200	0.200	0.200	0.200	Permanent Secretary/ Secretary to the Judiciary Chief Registrar

Implement the rewards and sanction Framework			0.180	0.180	0.180	0.180	0.180	Permanent Secretary/Secretary to the Judiciary
			1.000	1.200	1.400	1.600	1.600	Chief Registrar
			0.708	0.812	0.908	0.908	0.908	Registrar Human Resource Development and Training
			0.320	0.320	0.320	0.320	0.320	Registrar High Court
			0.300	0.300	0.320	0.320	0.360	Chief Registrar
Output 3.3.1.5.2: Leadership and Management coordinated			4	4	4	4	4	Registry Magistrate Affairs and Data Management
	Number of leadership engagements undertaken	0						Permanent Secretary/Secretary to the Judiciary, Chief Registrar
	Number of regional and district coordination committee meetings held		222	224	228	232	236	Registrar High Court
			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Registry Magistrate Affairs and Data Management
			0.667	0.667	0.667	0.667	0.667	Responsible Centre/Person
Strategic Plan Actions								Chief Registrar
Hold Judiciary Council engagements								



Hold Top Management meetings		0.168	0.168	0.168	0.168	0.168	0.168	Chief Registrar
Hold Senior Management meetings		0.124	0.124	0.124	0.124	0.124	0.124	
Hold A JA Committee meetings and their respective sub committee meetings		0.800	1.205	1.300	1.400	1.600		
Identify and engage Development Partners, Civil Society, Academia and Government Institutions Engage with development partners for technical assistance, funding and capacity building		0.120	0.120	0.120	0.120	0.120	0.120	
Output 3.3.1.5.3: Programme coordinated	10	10	10	10	10	10	Judiciary Annual Performance Report	Policy and Planning Department
Strategic Plan Actions		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Hold Leadership Committee, Programme and Technical Working Group Engagements		0.1	0.1	0.1	0.1	0.1		Policy and Planning Department

Hold Programme technical subcommittee meetings (infrastructure, Statistics and M&E and ICT)		0.4	0.4	0.4	0.4	0.4	0.4	Policy and Planning Department
Hold Programme Annual and midterm Performance reviews		0.4	0.4	0.4	0.4	0.4	0.4	Policy and Planning Department
Develop Programme Implementation Action Plan							0.5	Policy and Planning Department
Coordinate the implementation of Administration of Justice Programme activities		0.545	0.623	0.645	0.724	0.768		Policy and Planning Department
Output 3.3.1.5.4: Facilities and equipment managed	Percentage of facilities and equipment maintained	100						Judiciary Annual Performance Report
Strategic Plan Actions		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Finance and Administration Department
Pay utilities		2,098	2,412	2,774	3,19	3,669		Responsible Centre/Person
Provide cleaning services at courts and offices		8,052	8,455	8,877	9,321	9,787		Finance and Administration Department
Pay rent and related expenses		11,314	12,445	13,69	15,059	16,565		Finance and Administration Department
Maintain court environment		4,115	4,321	4,537	4,764	5,002		Finance and Administration Department



Provide Guard and security services at Courts and entitled Officers			9.315	10.247	11.271	12.398	12.398	Finance and Administration Department
Maintain the Judiciary fleet			13.856	14.410	14.987	15.586	16.234	Finance and Administration Department
Output 3.3.1.5.5: Planning and Budgeting coordinated	No. of statutory reports produced and submitted	0	4	4	4	4	Judiciary Annual Performance Report	Policy and Planning Department
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Centre/Person
Produce and submit Budget Framework Papers			0.355	0.355	0.415	0.415	0.415	Policy and Planning Department
Produce periodic performance reports			0.5	0.5	0.5	0.5	0.5	Policy and Planning Department
Undertake Budget monitoring			0.95	0.95	0.95	0.95	0.95	Policy and Planning Department
Produce strategic plan VII			0.5					Policy and Planning Department
Output 3.3.1.5.6: Policy Analysis coordinated	Number of Policy analysis reports produced	4	4	4	4	4	Judiciary Annual Performance Report	Policy and Planning Department
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Centre/Person
Develop/Review Judiciary policies								
Produce and submit Judiciary Policy Statements			0.294	0.297	0.3	0.303	0.306	Policy and Planning Department
Undertake mid and end term reviews of the strategic plan VI			0.8	0.8	0.8	0.8	0.8	Policy and Planning Department

Coordinate implementation status of Cabinet decisions/directives and ruling party manifesto			0.252	0.252	0.252	0.252	0.252	Policy and Planning Department
Output 3.3.1.5.7: Monitoring and Evaluation coordinated	Functional M&E system in place	0	1	1	1	1	1	Policy and Planning Department
	Number of M&E reports produced	20	20	20	20	20	20	Policy and Planning Department
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Centre/Person
Establish a fully-fledged Monitoring and Evaluation function			0.200	0.200	0.200	0.200	0.200	Policy and Planning Department
Develop and operationalise the Judiciary M&E MIS			2.700	2.700	2.700	2.700	2.700	Policy and Planning Department
Undertake M&E for Judiciary Strategic Plan, Workplans and Projects			0.300	0.150	0.150	0.150	0.400	Policy and Planning Department
Develop and Review Judiciary and Programme Results frameworks			0.650	0.650	0.650	0.650	0.650	Policy and Planning Department
Undertake quarterly performance reviews to ensure that the annual work plans are aligned to the strategic plan			0.200	0.200	0.200	0.200	0.200	Policy and Planning Department



Coordinate and update Administration of Justice Programme reporting for NDP M&E MIS		0.300	0.300	0.300	0.300	0.300	Policy and Planning Department
Design and conduct evaluations for evidence based decision making		0.150	0.150	0.150	0.150	0.150	Policy and Planning Department
Integrate GIS mapping into M&E		0.100	0.100	0.100	0.100		Policy and Planning Department
Build the capacity of Registries and Departments in M&E		-	0.200	0.200	0.200	0.200	Policy and Planning Department
Conduct M&E coordination activities in line with the National M&E policy		1.085	1.085	1.150	1.219	1.292	Policy and Planning Department
Output 3.3.1.5.8: Data and statistics function developed and coordinated	Number of statistics reports produced	20	20	20	20	Judiciary Annual Performance Report	Policy and Planning Department
		Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Responsible Centre/Person
		0.168	0.168	0.168	0.168	0.168	Policy and Planning Department
		0	0.166	0	0	0	Policy and Planning Department
Produce statistical abstracts and reports							Policy and Planning Department
Produce Judiciary Strategic plan for statistics							Policy and Planning Department
Develop and maintain real-time Statistics Dashboards							Policy and Planning Department

Coordinate production of case data		0.12	0.12	0.12	0.12	0.12	0.12	Policy and Planning Department
Conduct data and statistical quality assurance and control		0.49	0.49	0.49	0.49	0.49	0.49	Policy and Planning Department
Triangulate monthly case statistics with selected publications		0.332	0.332	0.332	0.332	0.332	0.332	Policy and Planning Department
Coordinate implementation of the Plan for National Statistical Development IV activities within the Judiciary		0.1	0.1	0.1	0.1	0.1	0.1	Policy and Planning Department
Hold capacity building engagements with UBOS, USS and Academia		0.134	0.134	0.134	0.134	0.134	0.134	Policy and Planning Department
Review, pretest and print case registers to capture emerging data needs.		0.14	0.14	0.14	0.14	0.14	0.14	Policy and Planning Department
Conduct coaching and mentoring in statistical production and services		0.34	0.34	0.34	0.34	0.34	0.34	Policy and Planning Department
Output 3.3.1.5.9: Projects coordinated	Number of projects prepared	4	4	4	4	4	4	Judiciary Annual Performance Report
	Number of projects progress reports produced	4	4	4	4	4	4	Judiciary Annual Performance Report



Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Develop bankable projects for resource mobilisation			0	0.12	0.12	0.12	0.12		Policy and Planning Department
Establish a well-coordinated and centralized project management system (project development; coordination, implementation and closure)			0						Policy and Planning Department
Undertake projects performance reviews			0.100	0.100	0.100	0.100	0.100		Policy and Planning Department
Hold project coordination meetings			0.093	0.093	0.093	0.093	0.093		Policy and Planning Department
Output 3.3.1.5.10: Finance and Administration services provided									
	4	Number of audit reports produce	4	4	4	4	4	Judiciary Annual Performance Report	Finance and Administration Department
	12	Number of pro-curement reports produced	12	12	12	12	12	Judiciary Annual Performance Report	Finance and Administration Department
	3	Number of financial reports produced	3	3	3	3	3	Judiciary Annual Performance Report	Finance and Administration Department
Strategic Plan Actions									
Coordinate audit and risk management services			2.044	2.044	2.044	2.044	2.044		Finance and Administration Department

Coordinate procurement and disposal services			0.565	0.565	0.565	0.565	0.565	0.565	Finance and Administration Department
Coordinate Financial management and Accountability Services			3.66	3.66	3.66	3.66	3.66	3.66	Finance and Administration Department
Provide administrative and support Services			8.344	8.745	9.164	9.604	10.065	10.065	Finance and Administration Department
Output 3.3.1.5.11: Crosscutting areas mainstreamed	4	Number of HIV/AIDS & TB workplace activities implemented	4	4	4	4	4	Judiciary Annual Report	Human Resource and Management Department
	1	Number of institutions with Gender and Equity workplace action plans	1	1	1	1	1	Judiciary Annual Report	Human Resource and Management Department
	4	Number of the Anti-sexual Harassment Policy awareness campaigns conducted	4	4	4	4	4	Judiciary Annual Performance Report	Human Resource and Management Department
Strategic Plan Actions			Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Off Budget	Responsible Centre/Person
Mainstream and implement HIV/AIDS & TB, Malaria workplace activities			0.555	0.555	0.578	0.578	0.6		Human Resource and Management Department
Develop institutional Gender and Equity action plan			0.16	0.18	0.2	0.21	0.24		Human Resource and Management Department



Conduct Anti-sexual Harassment Policy awareness campaigns	
Implement environment and climate change mitigation measures	

0.266	0.266	0.266	0.266	0.266	Human Resource and Management Department
0.050	0.200	0.200	0.200	0.200	Finance and Administration Department



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