



Annual Performance Report

FY 2023/24



OCTOBER 2024

FOREWORD

I have the pleasure to present the Judiciary's Annual Performance Report for Financial Year 2023/24, in fulfilment of Section 38 (1) of the Administration of the Judiciary Act, Cap. 4. The report highlights the Judiciary's commitment and action to upholding justice, promoting the rule of law and enhancing public trust in the justice system.



The core mandate of the Judiciary is adjudication of cases of both civil and criminal nature. The execution of this mandate, which is stipulated under Article 126 of the Constitution of the Republic of Uganda, is critical to strengthening the legal, policy, and regulatory environment. In effect, the Judiciary helps to provide a conducive environment for the rule of law and good governance in Uganda, boosting economic growth, prosperity, peace and security.

This report provides a comprehensive overview of the performance of Courts and Departments in the Judiciary over the past Financial Year and the challenges faced in the delivery of services. It is therefore an honour, to present it to the public as an illustration of our unwavering commitment to the principles of accountability and transparency.

The Judiciary received a total of UGX 392.545 Billion for FY2023/24, which was an increment from the UGX 381.6 Billion budgetary allocation of FY2022/23. The resources enabled the Judiciary to deliver on its mandate through, among others, pursuing innovations in case management, law reforms and further embracing technology in the delivery of justice.

During the Financial Year, courts completed 239,431 cases out of a total caseload of 401,269. The caseload comprised 143,205 cases brought forward from FY2022/23 and 258,064 freshly registered cases in FY2023/24. Courts closed with a pending caseload of 161,838 cases of which 42,588 were backlog that accounted for 26.32%. Case backlog reduced slightly by 0.87% (372 cases) from FY2022/23.

Case management faces a critical challenge due to the widening capacity gaps between the Judiciary and other justice chain institutions, such as the Office of the Director of Public Prosecutions and the Uganda Police Force (Criminal Investigation Directorate). These institutions are currently understaffed and cannot sufficiently serve all operational courts across the country. Consequently, the completed criminal cases have reduced from 139,768 in FY2022/23 to 128,080 in FY2023/24. This shortfall is as a result of lack of prosecutors in many Magistrates Courts.

Despite the challenge, the Judiciary implemented several interventions to increase the speed of case disposal and prevent the accumulation of case backlog. Significant investment was made in the use of Alternative Dispute Resolution (ADR) mechanisms such as Plea-Bargaining, Small Claims Procedure and Mediation in adjudication. Plea-Bargaining was

conducted through the day-to-day hearing of cases in courts, camps and special sessions. As a result, the number of cases disposed of through this initiative increased by 22% from 5,246 in FY2022/23 to 6,408 in FY2023/24. Mediation was also re-engineered by setting up a team of retired Justices, Judges and senior Advocates to spearhead the ADR pilot programme in all the courts of record for a period of two years.

More efforts have been made through law reform to improve access to justice and reduce delays in the management of cases. To address capacity gaps, key Legislation, Statutory and Practice Directions and Instruments were gazetted and became operational. These include: The Judicature (Amendment) Act, 2024 that increased the number of Justices of Appeal from 15 to 35 including the Deputy Chief Justice; Parliament passed a resolution to increase the structure of High Court Judges from 82 to 151 including the Principal Judge; the Judicature (Designation of High Court Circuits) Instrument, 2023, S.I No. 94 of 2023 which designated additional High Court Circuits from 20 to 38 in total; and the Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2024, S.I. No. 11 of 2024 which increased Magisterial Areas from 82 to 157 and Magistrates Courts from 396 to 696.

The Judiciary continued to recruit more Justices and Judges, notably, the Supreme Court got two new Justices namely: Hon. Lady Justice Catherine Bamugemereire and Hon. Lady Justice Monica Mugenyi; and the Court of Appeal/Constitutional Court got three Justices namely: Hon. Justice Margaret Tibulya, Hon. Justice Kazibwe Moses Kawumi and Hon. Justice Dr. Asa Mugenyi. I would like to convey my gratitude to the Judicial Service Commission and H.E the President Yoweri Kaguta Museveni on the appointment of the new Justices and Judges.

The construction of the Supreme Court and Court of Appeal buildings was completed in the Financial Year and commissioned by H.E. the President. These are now home to the Supreme Court and Court of Appeal that have hitherto operated in rented premises since inception. The buildings are equipped with state-of-the art chambers, court halls, and high-tech equipment, which provide a conducive environment for hearing cases.

I want to appreciate Judiciary's stakeholders, including the Executive and Legislative Arms of Government, the legal fraternity, the Administration of Justice Programme institutions, Development Partners, Non-State Actors including Civil Society Organisations, the academia and the media, for their support to, and co-operation with the Judiciary.

I am grateful to the leadership of the Judiciary for their steadfast support and cooperation throughout the Financial Year. I thank the Deputy Chief Justice, the Principal Judge, the Justices of the Supreme Court and Court of Appeal, the Judges of the High Court, Judiciary Council members, the Permanent Secretary/Secretary to the Judiciary, the Chief Registrar, the Registrars and Magistrates. I also thank all staff of the Judiciary for their commitment and dedication to serve the people of Uganda.

FOR GOD AND MY COUNTRY



Alfonse Chigamoy Owiny – Dollo

CHIEF JUSTICE

— THE JUDICIARY —

TOP MANAGEMENT



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



Hon. Justice Richard Buteera
Deputy Chief Justice



Hon. Justice Dr. Flavian Zeija
Principal Judge



Dr. Pius Bigirimana
Permanent Secretary/
Secretary to the Judiciary



Hw. Sarah Langa Siu
Chief Registrar



Our Vision

Justice for All

Our Mission

To efficiently
and effectively
administer justice

OUR CORE VALUES



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



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



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



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



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



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



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



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GLOSSARY

Average

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

Caseload

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

Caseload Profile

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

Clearance Rate of Cases

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

Disposal rate of cases

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

Lead time

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

Pending Caseload

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

Percentage of backlog cases

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



ACRONYMS AND ABBREVIATIONS

ADR	Alternative Dispute Resolution
AIDS	Acquired Immunodeficiency Syndrome
AJA	Administration of the Judiciary Act, Cap. 4
AJP	Administration of Justice Programme
BFP	Budget Framework Paper
CCAS	Court Case Administration System
CJ	The Hon. Chief Justice
CM	Chief Magistrate
CR	The Chief Registrar
DCJ	The Hon. Deputy Chief Justice
ECCMIS	Electronic Court Case Management Information System
FY	Financial Year
GI	Magistrate Grade I
GII	Magistrate Grade II
GoU	Government of Uganda
HCT	High Court
HIV	Human Immunodeficiency Virus
HR	Human Resource
ICT	Information and Communications Technology
IEC	Information, Education and Communication
IDLO	International Development
JLOS	Justice, Law and Law Organisation Order Sector
JSPV	Judiciary Strategic Plan V
JTI	Judicial Training Institute

LAN/WAN	Local/ Wide Area Network
LDC	Law Development Centre
M&E	Monitoring and Evaluation
MoFPED	Ministry of Finance, Planning and Economic Development
NDP	National Development Plan
NPA	National Planning Authority
NTR	Non-Tax Revenue
ODPP	Office of the Director of Public Prosecutions
PET	Performance Enhancement Tool
PJ	The Hon. Principal Judge
PS/SJ	Permanent Secretary/ Secretary to the Judiciary
SCP	Small Claims Procedure
SDG	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SOPs	Standard Operating Procedures
TB	Tuberculosis
UCC	Uganda Communications Commission
UGX	Uganda Shillings
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNFPA	United Nations Population Fund
UPS	Uganda Prisons Service



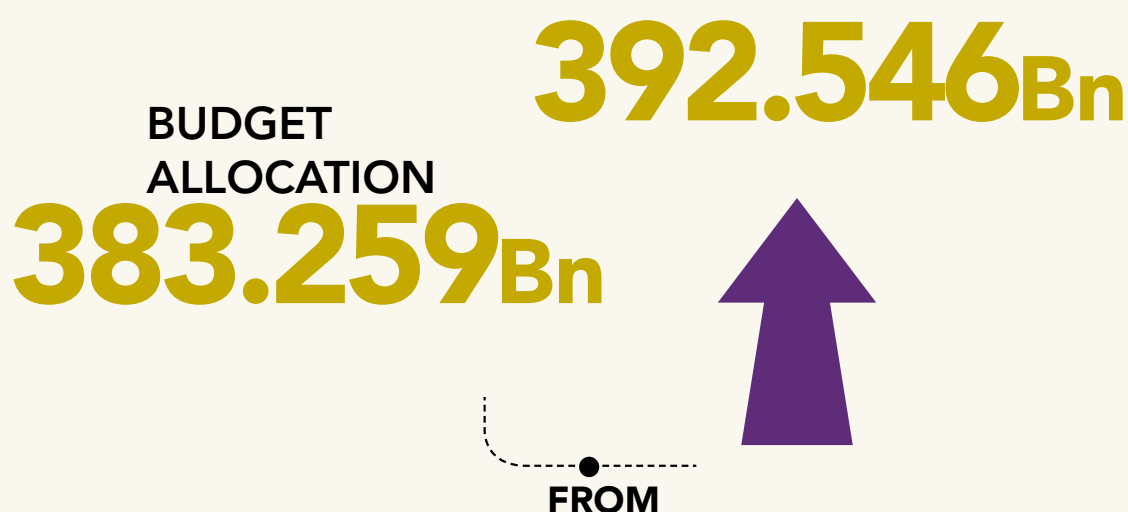
EXECUTIVE SUMMARY

The Annual Performance Report provides information concerning all activities of the Judiciary during the Financial Year 2023/24. The strategic objectives, interventions, outputs, indicators and associated targets set out in the Judiciary Strategic Plan V FY 2020/21 – FY 2024/25 are used as the framework for analysis of the performance. The seven strategic objectives are: Enhancing equitable access to Judiciary services; improving court processes and case management; strengthening the use of information and communication technology in the administration of justice; developing and supporting the Judiciary workforce and institutional capacity; improving coordination, partnerships and accountability; improving public awareness and the image of the Judiciary; and enhancing resource mobilisation and management.

1.0 FINANCIAL PERFORMANCE

1.1 Government of Uganda funding

The Judiciary received an increment in its budget allocation from **UGX 383.259 Billion** for FY2022/23 to **UGX 392.546 Billion** for FY2023/24. Out of the released budget of **UGX 363.347 Billion**, a total of **UGX 351.104 Billion** was spent, reflecting a **96.60%** absorption rate. The non-absorption of **3.4%** comprised a wage budget of **UGX 9.634 Billion** and non-wage budget of **UGX. 2.504 Billion** arising from non-recruitment of staff that had been planned for in the Financial Year.



1.2 Support from Development Partners

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

- the World Bank (CEDP) - Procurement of Principal Laws of Uganda and Compendiums, Installation of Video-Conferencing Systems and ECCMIS Integration and Data Exchange;
- the EU - Funding construction of Adjumani Mini-JLOS Centre and development of Rules for operationalisation of Mobile Courts;
- UNFPA - SGBV sessions in the High Court of Mbarara, Lwengo (sitting at Masaka), Kitgum, Kiryandongo (sitting at Masindi), Nakasongola, Koboko

and the Chief Magistrates' Courts of Amuria, Omoro, Tororo, Otuke, Gulu, Mukono and Kamwenge;

- d. UNODC - Support to conducting a National Court Open Day in Kampala;
- e. UNDP - Training and stakeholder engagement with Judicial Officers;
- f. Children at Risk Action Network (CRANE)- Training of Judicial Officers in Child Psychology and Development;
- g. Uganda Communications Commission (UCC)- UCC Stakeholder Engagement with Justices of the Court of Appeal/Constitution Court;
- h. Commonwealth Secretariat- Training of Judicial Officers in Human Rights;
- i. Kenya Judicial Academy and its Partners- training on Africa Regional Dialogue on Adjudicating Transnational Organised Crime and Illicit Financial Flows; and,
- j. International Development Law Organisation (IDLO)

1.3 Non-Tax Revenue collections

The Judiciary collected **UGX 17,177,079,610** of which **UGX 10,675,032,310** was Non-Tax Revenue (NTR) remitted to the Consolidated Fund and the balance of **UGX 6,502,047,300** from bail deposits. The NTR collected represents an increase of **7.16%** from FY 2022/23.

2.0 CASE MANAGEMENT

2.1 Case disposal

The Judiciary completed **239,431** cases out of a total caseload of **401,269** cases. The caseload comprised of **143,205** cases brought forward from FY2022/23 and the **258,064** freshly registered cases in FY 2023/24. Overall, the Courts registered a total disposal rate of **59.67%**. As a result, the average time taken from filing to disposal of cases in days has also reduced from 1,074 days (3 years) in FY 2021/22 to 891 days (2.5 years) in FY 2023/24. The Percentage of court users rating confidence in courts has been maintained at **71%** according to a survey by Legal Aid Service Providers' Network (**LASPNET**).



401,269

TOTAL CASELOAD



239,431

**COMPLETED
CASES**

2.2 Case backlog management

A case is considered backlog if it has spent two or more years in the court system before it is disposed of or completed. Overall, courts closed with a pending caseload of 161,838 cases of which 42,588 were backlog that accounted for 26.32% of the cases. Case backlog declined by 0.87% (372 cases) from 27.48 in FY 2022/23. The reduction in case backlog is attributed to the following initiatives carried out by the Judiciary. These include:

a) Plea Bargaining Programme

The Plea-bargaining Programme was conducted through the day-to-day hearing of cases in courts; through Plea-bargaining Camps or special sessions dedicated to plea-bargaining. The number of cases disposed of through this initiative increased by 22% from 5,246 cases in FY 2022/23 to 6,408 cases in FY 2023/24. This initiative has helped in decongesting prisons across the country.

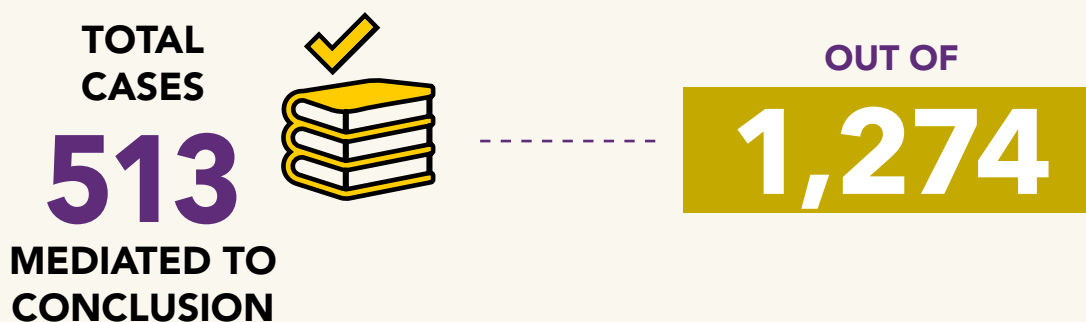


b) Small Claims Procedure (SCP)

Currently SCP is rolled out to 203 courts across the country. This expansion and the growing number of cases registered reflects a largely user-friendly and demand-driven initiative. A total number of 23,567 cases were completed through SCP recovering claims of the total value of UGX 17,993,850,733.

c) Mediation

The Judiciary promoted mediation to reduce caseload in the justice system. A total of 513 cases out of the 1,274 caseload were mediated to conclusion.



3.0 STRENGTHENING THE LEGAL AND REGULATORY FRAMEWORK

The following Legislation, Statutory Instruments and Practise Directions were successfully gazetted and became operational:

- a. the Judicature (Amendment) Act, 2024. The Act increased the number of Justices of Appeal from 15 to 35 including the Deputy Chief Justice;
- b. the Administration of the Judiciary (Inspectorate of Courts) Regulations, 2023, S.I. No. 92 of 2023. The Regulations operationalise Part III of the Administration of the Judiciary Act, Cap. 4;
- c. the Administration of the Judiciary (Establishment of Committees) Regulations, 2023, S.I. No. 93 of 2023;
- d. the Judicature (Designation of High Court Circuits) Instrument, 2023, S.I No. 94 of 2023 designated 38 High Court Circuits in total from 20; and,
- e. the Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2024, S.I. No. 11 of 2024 which established Magisterial Areas and designate Magistrates Courts.

4.0 INSPECTORATE FUNCTION

A total of 300 inspections were conducted countrywide and 922 complaints were registered. 900 complaints were investigated to completion and only 22 were pending investigations.

5.0 RECRUITMENTS

The Judiciary received a total of 288 personnel (125 male and 163 female) into its Service, including new staff and those appointed on promotion to bridge the staffing gaps and improve service delivery.

The Supreme Court got two new Justices: Hon. Lady Justice Catherine Bamugemereire and Hon. Lady Justice Monica Mugenyi. The Court of Appeal/ Constitutional Court got three Justices namely: Hon. Justice Margaret Tibulya, Hon. Justice Kazibwe Moses Kawumi and Hon. Justice Dr. Asa Mugenyi.

6.0 OPERATIONALISATION OF NEW HIGH COURT CIRCUITS

During the Financial Year, significant efforts were made to improve access to justice services by operationalising new High Court Circuits at Kiboga, Kasese, Bushenyi and Kitgum bringing the total number of High Court Circuits to 24.

7.0 PHYSICAL ACCESS TO JUDICIARY SERVICES

7.1 Construction of Courts

With support from GoU, the Judiciary constructed and maintained some of its buildings. The Judiciary made significant progress as follows:

- i. The construction of the Supreme Court and Court of Appeal buildings was completed and H.E President Yoweri Kaguta Museveni commissioned the Appellate Court buildings on 18th April 2024, which are now home to the Supreme Court and Court of Appeal.
- ii. Adjumani Justice Centre in Adjumani Town was at finishing stage with up to 90% completion.
- iii. Lyantonde Chief Magistrate's Court was at finishing stage with up to 70% completion.
- iv. Budaka Chief Magistrate's Court was at final touches with up to 95% completion.
- v. Tororo High Court was at First floor slab shuttering stage with up to 30% progress.
- vi. Alebtong Chief Magistrates Court was at finishing stage with up to 60% completion.
- vii. Namayingo Justice Centre was completed and was under defects liability period.
- viii. Nwoya Justice Centre was completed and was under defects liability period.
- ix. Buyende Justice Centre completed the defects liability period and accrued defects were corrected.
- x. Karenga Magistrate's Court was at finishing stage with up to 90% completion.
- xi. Abim Magistrates Court was at roofing stage with up to 40% completion.
- xii. Soroti High Court was at plastering stage with up to 60% completion.
- xiii. Rukungiri High Court was at external works stage with up to 85% completion.
- xiv. Payment of contractual obligations for construction of Mukono HC, 11 Justice Centres (Rubirizi, Maracha, Nakaseke) and three CMs (Kamwenge, Butambala and Mayuge) formerly funded under JLOS was completed. The payment for Sembabule, Buhweju, Kole, Nwoya, Sheema, Kibaale, Namayingo, Buyende Justice Centres was still pending

7.2 Renovation and maintenance of court premises

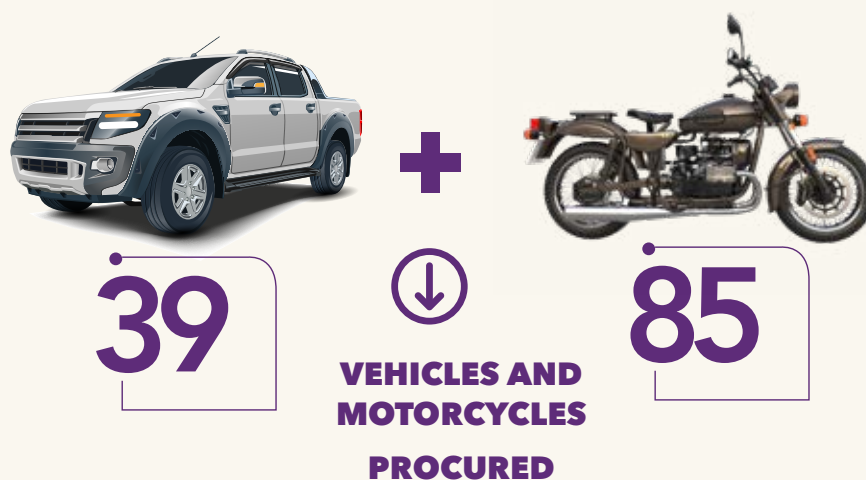
The Judiciary adopted the approach of systematic renovations and repairs. Renovations were carried out in the following courts:

- i. Mbale High Court and Chief Magistrate's Court where extra works were ongoing and at 90% completion.
- ii. Kapchorwa Chief Magistrates Court where works were at 85% completion.
- iii. Ngora Chief Magistrates Court was at 40% completion.

- iv. Entebbe Chief Magistrates Court was at 98% completion.
- v. Pallisa Chief Magistrates Court was completed.
- vi. Hoima CM Court emergency repairs following a fire that gutted the Archives and the roof.
- vii. Kumi Chief Magistrate's Court was completed.
- viii. Nabweru Chief Magistrate's Court was at 85% completion stage.
- ix. Chief Magistrate's Residence in Kiboga was at 99% completion and the project was handed over to the Resident Judge.
- x. There was a pending procurement of fencing the land for Nebbi High Court, Arua Court of Appeal, Mubende High Court, Nabweru Chief Magistrates Court, JTI in Nakasongola and Mpigi CM Court.

8.0 PROVISION OF TRANSPORT EQUIPMENT

The Judiciary procured 39 vehicles for Judicial Officers (Justices of the Supreme Court (6), Judges of the High Court (16), Registrars and Magistrates (17), 5 vehicles for field supervision; and 85 motorcycles for Process Service. The Judiciary also procured a boat to operate on the islands of Kalangala and Buvuma.



9.0 USE OF ICT IN THE ADMINISTRATION OF JUSTICE

The Judiciary has deliberately adopted the use of ICT in the administration and delivery of justice.

9.1 The Electronic Court Case Management Information System (ECCMIS)

There was continuous implementation of ECCMIS in 8 courts namely: The Supreme Court, Court of Appeal, 4 High Court Divisions (Land, Civil, Commercial and Anti-Corruption), Luwero High Court; and Mengo Chief Magistrate Court. User training for rollout of ECCMIS was conducted for additional 18 Court stations

of: Criminal Division, Family Division, International Crimes Division, Jinja High Court, Buganda Road CM, Standards, Utilities and Wildlife CM, Makindye CM, Nakawa CM, Luweero CM, Jinja CM, Entebbe CM, Nabweru CM, Kira, Natete/Rubaga G1, Bugembe G1, Kakira G1, Kagoma G1 and LDC G1.

9.2 Rollout of the Video Conferencing System

The Judiciary continued to operationalise the Video Conferencing System for remote online adjudication of cases drawing from the COVID-19 lessons. The system is operational in 20 Court Stations, namely: Supreme Court, Court of Appeal/Constitutional Court, Commercial Division, Criminal Division, Family Division, Civil Division, Land Division, High Court Circuits of Mubende, Gulu, Mbale, Masaka, Mbarara, Masindi, Arua, Soroti, Lira, Fort Portal, Kabale, Jinja and Buganda Road Chief Magistrate Court. The system is meant to enhance the capacity of courts to handle cases online to reduce case backlog.

CHALLENGES

1. Under staffing in the courts of law

Limited manpower across all cadres and court levels has hindered performance and contributed to case backlog.

2. Delayed adjudication of cases and case backlog

Case backlog in FY2023/24 accounted for 26.32% of 159,733 cases, with 42,588 cases as backlog due to high caseloads vis-a-vis few Judges and limited jurisdiction of the Magistrates Courts.

3. Inadequate budgetary support

The budgetary support to Judiciary is insufficient, causing difficulties in funding basic services and court infrastructure. Despite recent enhancements, more resources are needed for staff recruitment, operationalisation of courts, expansion of ECCMIS, and increase court sessions.

4. Inadequate or worn-out court infrastructure

The Court of Appeal and the Supreme Court are now housed in new buildings, but most court buildings are old and dilapidated, with some operating in rented premises, costing the Judiciary UGX 11 billion in rent annually.

5. Indisciplined litigants

The Judiciary has also encountered a breed of some advocates and litigants who exhibit tendencies of corruption, make misleading complaints and indulge in illegal alternatives to court processes. Litigants use social media to attack judicial officers and file multiple suits and applications, escalating case backlog.

6. Corruption and bribery

Corruption in some courts is hindering access to court services, with issues such as court clerks giving wrong dates or hiding case files, middlemen extorting money allegedly to influence bail or judgment decisions; refusal to serve Court notices, proceedings, judgments or orders; and making wrong translations.

7. 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 litigants 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.

8. Low wages for administrative and support staff

While the salaries of Judicial Officers were enhanced to reasonable levels, the administrative and other 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.

KEY PRIORITIES FOR FY 2024/25

1. Recruitment of more Judicial Officers

The Judiciary plans to recruit more Justices, Judges and Magistrates to address delays in concluding cases which remains one of the main impediments in access to justice.

2. Conduct more backlog reduction sessions at all court levels

The Judiciary plans to allocate more resources to conduct backlog reduction sessions (Criminal, Civil, Family and Land) in various High Court Circuits and Magistrate Courts.

3. Reforms in the law

- a. Amend the Magistrates Courts Act to enhance the civil jurisdiction of Magistrates Courts so that they are empowered to handle disputes of an enhanced value consistent with the current economic trends and inflationary levels in Uganda.
- b. Review Court rules of procedure and case management processes, by simplifying them; hence making them more user friendly and less time consuming.

4. Promotion of the Alternative Dispute Resolution Mechanisms

The Judiciary will continue to revive the use of Alternative Dispute Resolution Mechanisms by rolling out more Small Claims Procedure to 36 Magistrates Courts; holding Plea-bargaining sessions; revitalize the use of mediation in settlement of

civil, commercial, land and family disputes; train and accredit more mediators to support the application of mediation in dispute resolution.

5. Construction of Courts

The Judiciary is upgrading court facilities, constructing new court buildings, and improving the physical infrastructure to create a conducive environment. We plan to:-

- a) Complete the ongoing constructions of:
 - i. Soroti, Tororo and Rukungiri High Court buildings;
 - ii. Alebtong and Lyatonde Chief Magistrate Court buildings; and,
 - iii. Abim and Karenga Magistrate Grade 1 Court buildings.
- b) Start the construction of:
 - i. Mbarara and Gulu Court of Appeal buildings (Phase 1);
 - ii. Hoima, Mpigi and Mukono-Annex High Court buildings (Phase 1);
 - iii. Amolatar, Nyarushanje, Katine and Bubulo Rakai Chief Magistrate Courts (Phase 1);
 - iv. Busembatia, Nyarushanje, Rubuguri and Adwari Magistrate Grade One Court (Phase 1); and,
 - v. Institutional houses at Moyo, Karenga, Bukwo, Rubuguri and Buhweju to accommodate Judicial Officers and staff in hard to reach areas.

6. Acquisition of land for construction of Courts

The Judiciary plans to process and acquire 30 land titles in areas earmarked for the construction of Court buildings across the country.

7. Procurement of more transport equipment

In order to facilitate Judicial Officers across the Courts especially in hard to reach areas, to facilitate locus visits and other adjudication functions of Courts, the Judiciary will acquire vehicles for Judges, Registrars and Magistrates as follows:

- a. 45 Vehicles will be procured for Justices of Appellate Courts (14), Judges of the High Court (14), Registrars/Head of Department (4), Chief Magistrates (9) and Magistrates G1 (4);
- b. a boat will be procured for Courts in Buvuma island;
- c. 2 vehicles will be procured for field supervision; and,
- d. 50 motorcycles will be procured for process service.

8. Enhance use of Information and Communication Technology in the Courts

The Judiciary plans to:

- a. rollout Electronic Court Case Management Information System (ECCMIS) to 18 Court Stations (Criminal Division, Family Division, ICD, Jinja HC, Buganda Road, Standards, Utilities & Wildlife, Makindye, Nakawa, Luweero, Jinja, Natete/Rubaga, Entebbe, Nabweru, Kira, Bugembe, Kakira, Kagoma and LDC) Courts; and,

- b. procure 2 Video Conferencing Systems for International Crimes Division and Anti-Corruption Division to enhance handling of cases online.

9. Development of Judgement Writing Tool

Completion of the development of the Judgement Writing Tool for Judicial Officers. This tool will aid Judicial Officers during the process of judgement writing to guarantee the standard of the produced judgements.

10.Provision of Alternative Source of Power

Courts in remote areas face frequent load-shedding which interrupts Court operations and thus affecting the quality of judicial service delivery. Automation of Courts cannot be done with power supply disruptions. The Judiciary plans to:

- a. procure 5 generators for Criminal Division, Entebbe Chief Magistrate Court, Nabweru Chief Magistrate Court, Wakiso Chief Magistrate Court and Nakawa Chief Magistrate Court; and,
- b. procure Solar systems for 9 Courts - 5 Grade One Courts (City Hall, Kagoma, Kakira, Amolatar and Bugembe) and 4 Chief Magistrates Courts (Kira, Yumbe, Koboko and Patongo)

11.Procurement of furniture for Courts

The Judiciary plans to procure furniture for 31 Courts:

- a. 6 High Courts and Divisions (Civil, Land, Anti-corruption, and International Crimes, Mbarara HC and Gulu HC); and,
- b. 25 Courts (Kanoni, Nyimbwa, Goma, Nyanga, Kalangala, Paidha, Otuke, Nwoya, Lamwo, Nakaloke, Nakisunga, Bwizibwera, Atanga, Apac, Kagadi, Bukomero, Kibaale, Buseruka, Kyangwali, Kakumiro, Kyankwanzi, Mbirizi, Kyazanga, Bukomansimbi, Kazo).



1.0

BACKGROUND

Under Section 38(1) of the Administration of the Judiciary Act, Cap. 4 (AJA), the Chief Justice is required to publish an Annual Performance Report covering all activities of the Judiciary during the Financial Year (FY). In fulfilment of this requirement, this is the Annual Performance Report on the state of the Judiciary in the country for FY 2023/24. The strategic objectives, interventions, outputs, indicators and associated targets set out in the Judiciary Strategic Plan V (FY 2020/21 – FY 2024/25) are used as the framework for the analysis of the performance.

1.1 Regulatory Framework Governing The Judiciary

1.1.1 The Constitution of the Republic of Uganda

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

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

- e) substantive justice shall be administered without undue regard to technicalities.

Article 128 of the Constitution asserts the independence of the Judiciary and provides that “in the exercise of judicial power, the courts shall be independent and shall not be subject to the control or direction of any person or authority”. The Uganda Code of Judicial Conduct, 2003 enjoins all judicial officers to uphold safeguards for the discharge of judicial duties, in order to maintain and enhance the institutional and operational independence of the Judiciary. Judicial officers are public servants within the meaning of Articles 257(2) and 151 of the Constitution and are therefore accountable to the people they serve from whom judicial power is derived.

1.1.2 The Administration of the Judiciary Act, Cap. 4

The Administration of the Judiciary Act (AJA) aims at giving effect to Chapter Eight of the Constitution by strengthening the independence of the Judiciary. The object of the AJA is to: provide for the efficient and effective administration of the Judiciary; to establish the Judiciary Council to advise the Chief Justice on the administration of justice and the courts; to establish a Judiciary Service within the Judiciary; to strengthen the independence of the Judiciary by streamlining the provision

and management of funds for the Judiciary and by establishing structures within the Judiciary to improve the performance of the Judiciary; to provide for retirement benefits of judicial officers and related matters. Successful implementation of the AJA requires the review and development of policies and regulations; cooperation of all the stakeholders; and sufficient resource allocation to the Judiciary.

1.1.3 The Judicature Act, Cap. 16

The Judicature Act, Cap. 16 among others, establishes the Superior Courts of Judicature of Uganda and spells out the respective composition and jurisdiction of the Supreme Court, the Court of Appeal and the High Court. It also outlines the origin of Appellate Jurisdiction of the respective courts in both criminal and civil matters; spells out the administrative power and function of each court and also provides for prerogative remedies that can be issued by the High Court. The Act also establishes the Rules Committee responsible, inter alia, for making the rules of procedure for courts in Uganda.

1.1.4 Other Legislations and Regulations

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

- i. the Magistrates Courts Act, Cap. 19;
- ii. the Public Finance Management Act, Cap. 171;
- iii. the Judicial Service Act, Cap. 87;
- iv. the Employment Act, Cap. 226;
- v. the Uganda Code of Judicial Conduct, 2003;
- vi. the Public Procurement and Disposal of Public Assets Act, Cap. 205;

- vii. the Leadership Code Act, Cap. 33;
- viii. the Judicial Service Commission, Regulations S.I 87/2005;
- ix. the Judicial Service Commission, (Complaints and Disciplinary Proceedings) Regulations S.I. 88/2005;
- x. the Uganda Public Service Standing Orders 2021; and
- xi. the Treasury Instructions, 2017

1.2 Policy context

Access to justice is a basic principle of the rule of law and the United Nations Declaration of the High-Level Meeting on the Rule of Law (2012) emphasises the right of equal access to justice for all. It reaffirmed the commitment of Member States to taking all necessary steps to provide fair, transparent, effective, non-discriminatory and accountable services that promote access to justice for all.

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

The Uganda Vision 2040 identifies the tenets of good governance to include constitutional democracy, protection of human rights, rule of law, political and electoral processes, transparency and accountability, Government effectiveness and regulatory quality and security.

The National Development Plan (NDP) III recognises good governance as the panacea for accelerated development and the rule of law as the foundation of a free society that places limits on Government authority such that all

citizens are equally subject to a common set of laws. The Judiciary is indispensable and the adjudication of cases should be handled in a judicious, impartial and expeditious manner to raise the confidence of citizens and investors in the rule of law and justice system for national development.

A functional Judiciary will undoubtedly enable the State to regulate the economy and empower institutions and individuals to contribute to economic development by confidently engaging in business, investments, and other economic ventures. Timely intervention, for instance, and enforcement of property rights, as well as the effective resolution of disputes arising from commercial transactions, all serve to strengthen investors' confidence to invest in the country.

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

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

- a) the Supreme Court of Uganda;
- b) the Court of Appeal of Uganda/ Constitutional Court;
- c) the High Court of Uganda; and
- d) such subordinate Courts as Parliament may by law establish, including Qhadis Courts for marriage, divorce, inheritance of property and guardianship, as may be prescribed by Parliament.

The Supreme Court, the Court of Appeal and the High Court of Uganda are the superior Courts of record. Subordinate

courts including Magistrates Courts, constitute the lower bench.

1.3.1 The Supreme Court

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

The Supreme Court bench is constituted by the Chief Justice (CJ) and not less than ten justices. A Coram is formed by five justices when hearing civil and criminal appeals but when hearing appeals from decisions of the Constitutional Court, a bench of seven justices form a Coram. Administratively the Supreme Court is headed by the CJ who chairs the Coram and in his/her absence the most senior justice in the Coram chairs.



1.3.2 Court of Appeal / Constitutional Court

The Court Appeal is established under Articles 134 - 137 of the Constitution of Uganda. It is an intermediary between the Supreme Court and the High Court and has appellate jurisdiction over decisions of the High Court, and some statutory tribunals. It is not a court of first instance and has no original jurisdiction,

except when it sits as a Constitutional Court to hear constitutional matters.

All civil and criminal appeals are heard by a Coram of three justices of Appeal, although most of the applications coming before the Court of Appeal may be decided by a single justice. Any person dissatisfied with a decision of a single justice of Appeal may, by way of reference, have the matter determined by a bench of three justices of Appeal, which may confirm, vary or reverse the decision. Appeals and applications decided by the Court of Appeal can be appealed to the Supreme Court, but the Court of Appeal is the final Court in Parliamentary and Local Government election petitions.

The Court of Appeal of Uganda consists of the Deputy Chief Justice (DCJ) and 34 justices of Appeal. The Court of Appeal is constituted at any sitting of an uneven number of not

35

The court of Appeal consists of a total of 35 justices

less than three members of the court. The DCJ presides at each sitting of the Court and in his/her absence the most senior member of the Coram presides. The DCJ is the head of the Court of Appeal and in that capacity assists the CJ in the administration of the Court of Appeal.

The Court has original jurisdiction in determining constitutional petitions. Article 137 of the Constitution provides that any question as to the interpretation

of the Constitution shall be determined by the Court of Appeal sitting as the Constitutional Court. The court also determines constitutional legal questions referred to it by other courts and tribunals through constitutional references. When sitting as a Constitutional Court, the Court of Appeal consists of a bench of five members of the court.

1.3.3 The High Court

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

The High Court of Uganda consists of the Principal Judge (PJ) and such a higher number of judges as may be prescribed by Parliament. At present, the approved structure of the High Court is 151 judges including the Principal Judge. The PJ is the head of the High Court and in that capacity, assists the CJ in the administration of the High Court and subordinate courts.

151

Total number of judges of the High court

To ease access to justice, the High Court has been decentralized into Divisions and Circuits, spread across the country. The High Court currently has seven Divisions: The Civil Division, the Commercial Division, the Family Division, the Land Division, the Anti-Corruption Division, the International Crimes Division and the Criminal Division. It also has 24 Operational High Court Circuits across the country, in the districts of Masaka, Mbarara, Fort Portal, Masindi, Arua, Gulu, Lira, Soroti, Mbale, Jinja, Kabale, Mukono, Mpigi, Mubende, Moroto, Tororo, Iganga, Rukungiri, Luwero, Hoima, Kitgum, Kasese, Kiboga and Bushenyi.

1.3.4 The Magistrates Courts

Magistrates Courts are established under Section 3 of the Magistrates Courts Act, Cap. 19. They are subordinate courts whose decisions are subject to review by the High Court. These courts handle the bulk of criminal trials for all offences whose sentences do not exceed life

imprisonment. They also handle civil matters whose subject matter does not exceed UGX 50 million for Chief Magistrates and UGX 20 million for Magistrates Grade I.

There are three levels of Magistrates Courts: Chief Magistrate, Magistrates Grade I and Magistrates Grade II which is being phased out. Presently there are 157 gazetted Magisterial Areas with 696 Magistrates Courts. Some of these Courts are not yet operational due to infrastructure and human resource gaps.

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

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

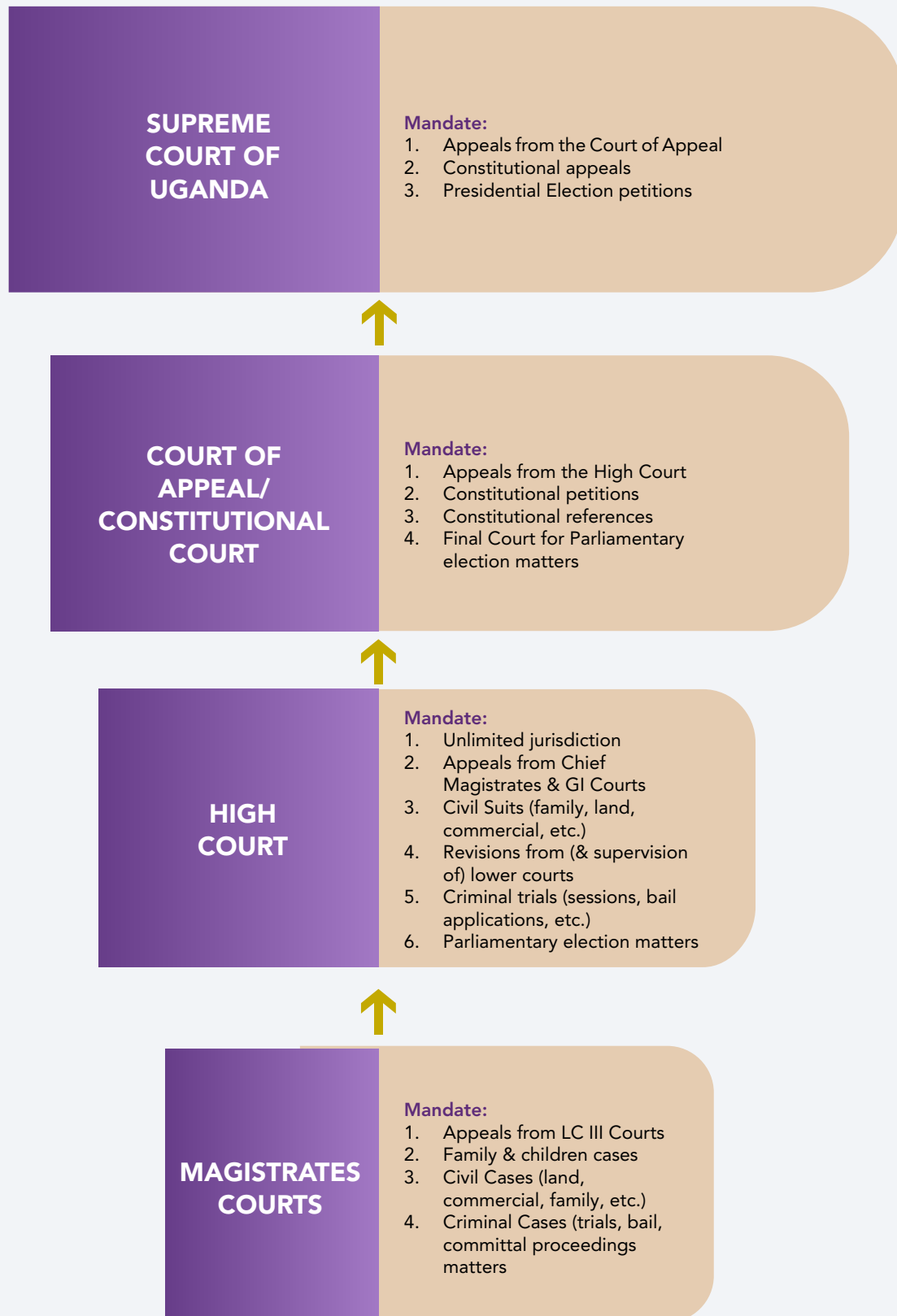
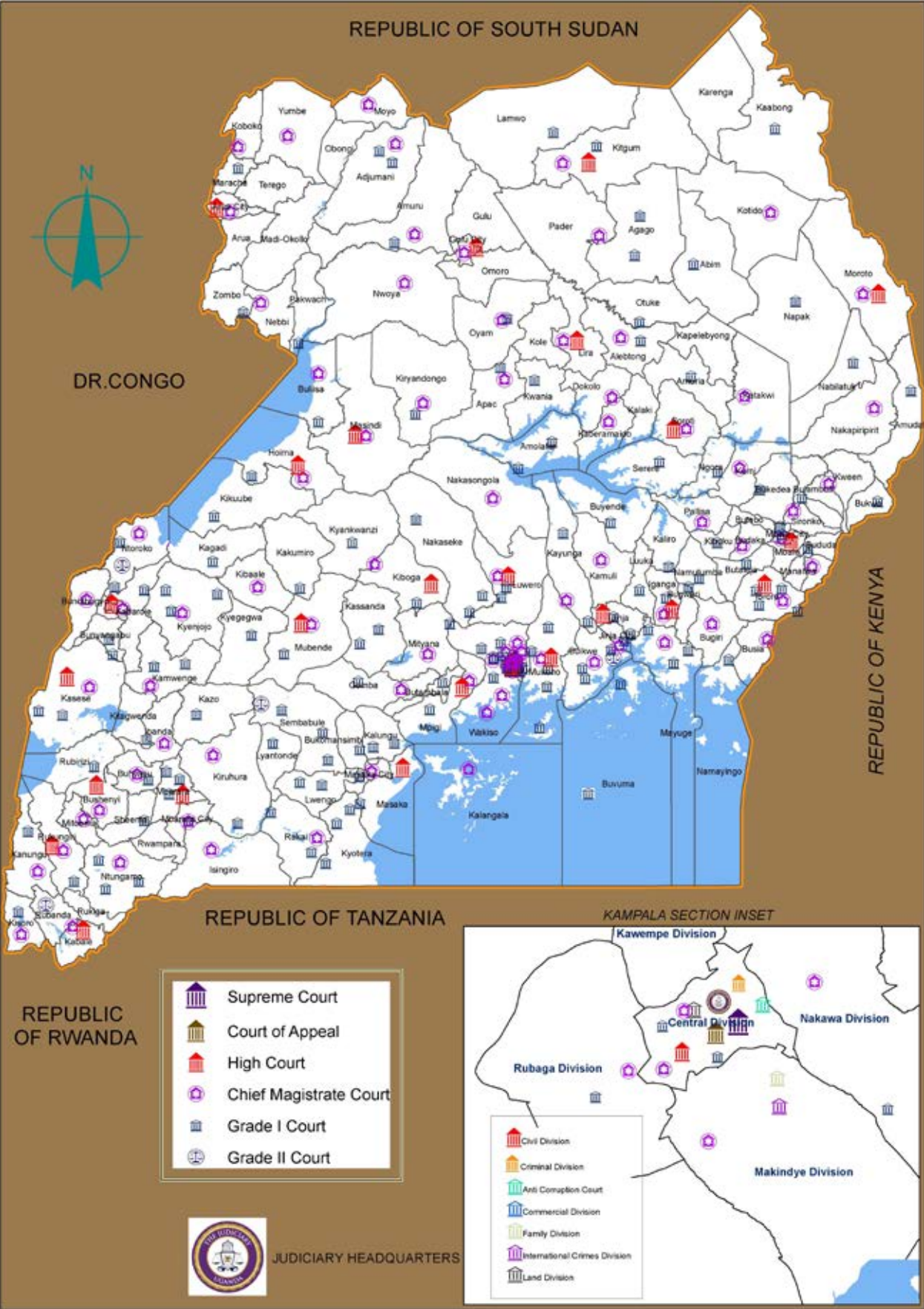


Figure 2: Map showing the location of Courts of Judicature in Uganda



2.0

ADMINISTRATION OF THE JUDICIARY



Figure 3: The Judiciary Administration Structure



2.1 The Chief Justice

The CJ is the head of the Judiciary and is responsible for the overall administration and supervision of all courts in Uganda. The CJ provides the link between the Judiciary and other arms of the government while exercising general direction and control over the Judiciary. In the performance of the functions of the office, the CJ is assisted by the Deputy Chief Justice (DCJ) and the Principal Judge (PJ).

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

2.2 The Deputy Chief Justice

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

2.3 The Principal Judge

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

Judges assist the PJ in supervising subordinate courts within their jurisdictions. Some justices and judges are appointed to serve on some committees within and outside of the Judiciary. In

this way, they influence administrative policies and decisions at those levels for the good of the Judiciary and other stakeholders. Some of the Committees are: The Bar-Bench Committee, the Governing Council of the Judicial Training Institute, the Disciplinary Committee, the Judiciary Integrity Committee, the Law Reform Committee and the Rules Committee among others.

2.4 The Judiciary Council

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

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

Section 4 further mandates the Council to advise the CJ on policies for planning and development of the Judiciary;

ethics and integrity within; ways and means of securing adequate funding; matters relating to personnel or staff development and welfare; improvement of the administration of justice; policies for continuous monitoring and evaluation; and any other matter relating to the administration or operation of the Judiciary.

2.5 The Committees of the Judiciary

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

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

- i. The Committee on Planning, Development and Finance is responsible for the initiation, coordination and implementation of judicial policies, strategic plans, programmes and projects including research, budgeting, allocation and utilization of resources; and discussing the approved budgets, allocating resources, ensuring proper maintenance of movable and immovable assets and monitoring investment plans of the Judiciary.
- ii. The Committee on Human Capital Development, Gender and Equity

Mainstreaming is responsible for advising the Council on the terms and conditions of service; training and development of staff; mainstreaming gender, and handling corporate and public relations/affairs and outreach programmes within the Judiciary.

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

2.6 The Inspectorate of Courts

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

The functions of the inspectorate are to:

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

- of Conduct in the Judiciary; and
- vii. Produce quarterly inspection reports for submission to the CJ.

2.7 The Secretary to the Judiciary

The Secretary to the Judiciary is appointed under Article 174 of the Constitution and Section 17 of the AJA. Accordingly, he/she is responsible for the organisation of the Judiciary; in particular:

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

In the performance of his/her duties, the Secretary to the Judiciary shall be answerable to Parliament.

He/she is supported by heads of department of finance and administration, engineering and technical services, human resource management, information and communication technology, as well as policy and planning. The procurement and disposal unit and the internal audit unit are independent, reporting directly to the Secretary to the Judiciary who is the accounting officer.

2.8 The Chief Registrar

The Chief Registrar position is created by Article 145 of the Constitution and Section 15 of the AJA. The statutory

functions of the Chief Registrar as enumerated under Section 15 (2) of the AJA are:

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

The Chief Registrar is assisted by a team of registrars provided for under Section 16 of AJA. They are deployed at the Supreme Court, the Court of Appeal, the High Court, the Inspectorate of Courts, the Judicial Training Institute, and the Registry of Planning, Research and Development among others. He/she is also assisted by Deputy Registrars and Assistant Registrars in the management

of High Court Divisions and Circuits as well as Chief Magistrates in the management and supervision of magisterial areas.

2.9 The Judicial Training Institute

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

3.0

KEY PERFORMANCE RESULTS



This section presents the performance of the Judiciary at outcome level, as indicated in Table 1 below against the outcomes detailed in the fifth Judiciary Strategic Plan (JSPV).

Table 1: Final outcome results

Outcomes	Indicators	Baselines	Targets	Performance	Targets	Performance	Targets	Performance	Comments
		FY 2019/20	FY 2021/22	FY 2021/22	FY 2022/23	FY 2022/23	FY 2023/24	FY 2023/24	
Increased coverage of Judiciary services	Proportion of designated areas with operational courts (%)	51%	56%	70%	61%	70.15%	66%	77.21%	New High Court Circuits, Chief Magistrates Courts and Magistrates Grade I courts were Operationalised
Increased case disposal	Annual disposal rate of cases	45%	51%	55%	54%	63.00%	57%	59.67%	Despite achieving the set target, there were capacity gaps in other justice chain institutions such as the Office of the Director of Public Prosecutions and Uganda Police Force (Criminal Investigation Directorate) in view of the expanded Judiciary which affected the performance
Reduced lead times/ turnaround times in the disposal of cases	The average time taken from filing to disposal of cases in days	1,164	1,104	901	1,074	897	1,044	891.25	The good performance is attributed to: a) Recruitment and deployment of more Judicial and Administrative staff b) Increased automation in adjudication.

Outcomes	Indicators	Baselines	Targets	Performance	Targets	Performance	Targets	Performance	Comments
		FY 2019/20	FY 2021/22	FY 2021/22	FY 2022/23	FY 2022/23	FY 2023/24	FY 2023/24	
Reduced case backlog in the court system	Percentage of backlog cases in the court system	48%	40%	30.11%	36%	27.48%	32%	26.32%	The good performance is attributed to: a) Increased use of Alternative Dispute Resolution Mechanisms such as Plea-Bargaining, Small Claims Procedure and Mediation in adjudication. b) Increased automation in adjudication.
Increased satisfaction of court users	Percentage of court users rating confidence in courts as high to very high	52%	58%	-	61%	71%	64%	71%	Survey by Legal Aid Service Provider's Network (LASPNET) highlighted that the Judiciary improved complaints handling, advocacy and public awareness. Services were also extended closer to the people

4.0

**FINANCIAL
PEFORMANCE**



This section provides information on the management of finances during the financial year in review. It covers the approved budget estimates and expenditure analysis, as well as the revenue and deposits from courts.

4.1 Government of Uganda funding for FY2023/24

The Judiciary received an increment in its budget allocation from UGX 383.259 Billion for the FY 2022/2023 to UGX 392.546 Billion for the FY2023/24. The budget performance is shown in Table 2 below.

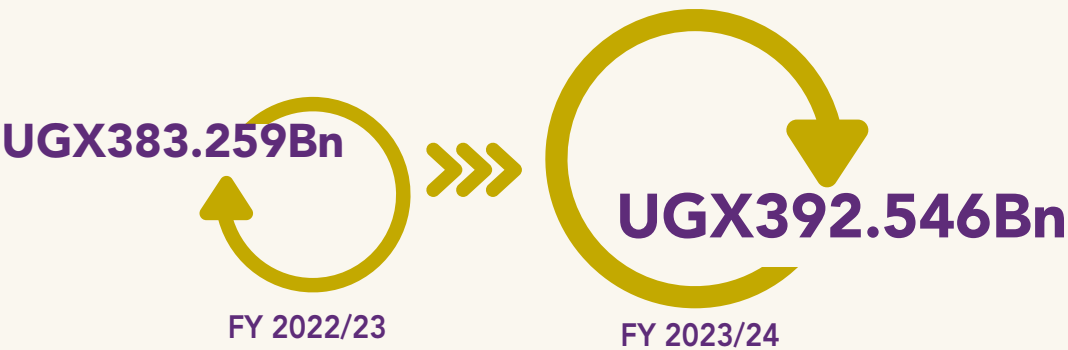


Table 2: Overview of Release and Expenditures (UGX in Billions)

Category	Approved Budget	Revised Budget	Released Budget	Expenditure	% Budget spent	% Releases spent
Wage	108.767	100.054	100.054	90.42	83.00%	90.40%
Non-Wage	220.769	229.714	216.248	213.744	96.80%	98.80%
Development	63.01	63.01	47.045	46.94	74.50%	99.80%
Total	392.546	392.778	363.347	351.104	89.40%	96.60%

Out of the Released Budget of UGX 363.347 Billion, a total of UGX 351.104 Billion was spent, reflecting a 96.60% absorption rate. The non-absorption of 3.4% comprised a wage budget of UGX 9.634 Billion and non-wage budget of UGX. 2.504 Billion arising from non-recruitment of staff that had been planned for in the financial year.

4.2 Support from Development Partners

For the FY2023/24, the Judiciary received support from development partners to conduct a number of activities as shown in Table 3 below:

Table 3: Support from Development Partners for FY2023/24

Source of funding	Project	Area of Focus	Funding
World Bank (CEDP)	Land Justice Project (Phase 2)	- Procurement of Law Books and Compendiums - Installation of Video-Conferencing systems - ECCMIS Integration & Data Exchange	
EU	SUPREME	Funding construction of Adjumani Mini-JLOS Centre Development of Rules for operationalisation of Mobile Courts	UGX 1,949,6321,803 which is part of the entire committed sum of UGX 2,712,670,962 for Phase 1 of the project. Phase 2 of the project is expected to commence in the FY2024/25.
UNFPA	SGBV Special Sessions	SGBV sessions conducted in the High Court of Mbarara, Lwengo (sitting at Masaka), Kitgum, Kiryandongo (sitting at Masindi), Nakasongola, Koboko and the Chief Magistrates' Courts of Amuria, Omoro, Tororo, Otuke, Gulu, Mukono and Kamwenge	UGX 955,212,000
UNODC	Strengthening Crime Prevention and Criminal Justice in Uganda	Support to conducting a National Court Open Day in Kampala	
UNDP	SEPU	- Training and Stakeholder engagement with Judicial Officers - Installation of video conferencing system - Development of training and learning tools on electoral dispute resolution manual and related training	

4.3 Other Development Partners' support

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

- a) Children at Risk Action Network (CRANE)- Training of Judicial Officers in Child Psychology & Development
- b) Uganda Communications Commission (UCC)- UCC Stakeholder Engagement with Justices of the Court of Appeal/Constitution Court
- c) Commonwealth Secretariat- Training on Human Rights
- d) Kenya Judicial Academy and its Partners- training on Africa Regional Dialogue on Adjudicating Transnational Organised Crime and Illicit Financial Flow
- e) International Development Law Organisation (IDLO)

4.4 Non-Tax Revenue collections

The Judiciary collected UGX 17,177,079,610 of which UGX 10,675,032,310 was Non-Tax Revenue (NTR) remitted to the Consolidated Fund and the balance of UGX 6,502,047,300 from bail deposits. The NTR collected represents an increase of 7.16% from the previous year's collections.

Table 4: Comparison of Non-Tax Revenue (NTR) Collection between FY2022/23 and FY2023/24

S/n	Category	Collections as at 30 June 2023(UGX)	Collections as at 30 June 2024(UGX)	Percentage (%) Change of NTR Collections
1	Court Filing Fees	3,661,877,136	3,037,259,216	-17.06
2	Court Fees and Fines	6,066,368,486	7,428,353,172	22.45
3	Other Court fees and Penalties	76,153,770	172,239,900	126.17
4	Miscellaneous Revenues	25,451,929	37,180,022	46.08
Sub total		9,829,851,321	10,675,032,310	8.60
1	Bail Collection (Refundable)	6,199,367,665	6,502,047,300	4.88
Total collection		16,029,218,986	17,177,079,610	7.16

5.0

PERFORMANCE
OF COURTS



The performance of courts is based on case data and statistics collected monthly, quarterly and annually. The statistical indicators are aligned to the fifth Judiciary Strategic Plan (JSPV) and the third Plan for National Statistical Development (2020/21-2024/25). The performance of courts is broken down by court level detailing cases brought forward, new cases registered, caseload, completed cases and pending cases as at the end of the financial year.

The Judiciary completed 239,431 cases out of a total caseload of 401,269 cases. The caseload comprised of 143,205 cases brought forward from FY2022/23 and the 258,064 freshly registered cases in FY 2023/24. The highest number of cases registered and completed were recorded at the Chief Magistrates Courts. This can be partly attributed to the increased staffing at the Chief Magistrates Courts. The details are presented in Table 5 below:

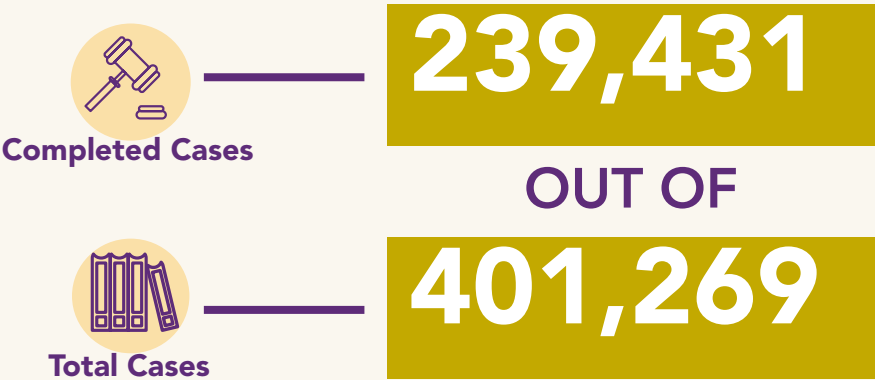


Table 5: Overall performance of Courts in FY 2023/24

Court Level	Brought forward from FY2022/23	Registered	Caseload	Completed	Pending cases as at 30 th June 2024	Clearance Rate (%)
Supreme Court	689	286	975	105	870	36.71
Court of Appeal/ Constitutional Court	9,207	3,019	12,226	918	11,308	30.41
High Courts	58,861	49,057	107,918	41,597	66,321	84.79
Chief Magistrates Courts	55,267	131,482	186,749	128,273	58,476	97.56
Magistrate Grade I Courts	18,746	72,519	91,265	66,906	24,359	92.26
Magistrate Grade II Courts	435	1,701	2,136	1,632	504	95.94
Grand Total	143,205	258,064	401,269	239,431	161,838	92.78

Source: Court Case Performance Report for FY 2023/24

Overall, the courts had a total clearance rate of 92.78%, with the Chief Magistrates Courts having the highest percentage at 97.56%. This clearance rate serves as an indicator of the ratio of concluded cases to the speed at which they are filed within the financial year. It signifies the proportion of cases addressed in relation to all cases recorded during a financial year. As per the aforementioned table, the Chief Magistrates Courts resolved cases more rapidly in relation to case filings.

Supreme Court

The Court's performance was affected by high caseloads of both registered and cases brought forward compared to the limited number of Justices.

Court of Appeal/Constitutional Court

During the FY 2023/24, the Court of Appeal demonstrated unwavering commitment to delivering justice despite facing significant challenges. These challenges included a shortage of required Justices to constitute enough panels. Out of the approved structure of 35 Justices, only 13 were in place, which mainly affected the composition of the Constitutional Panels that requires 5 justices, and the civil/criminal Panels that require 3 Justices for a sitting. However, the court continued to work diligently with numerous sessions across the country to hear and determine cases efficiently. Despite the reduced capacity, the court remained steadfast in leveraging available resources to maintain its core functions, ensuring that justice was delivered to the best of its ability.

High Court

The High Court's good performance can be attributed to several factors:

- i. Recruitment and deployment of additional Judges to High Court Divisions and Circuits;
- ii. The uptake and utilisation of ADR mechanisms such as the Plea-Bargaining and Mediation;
- iii. The removal of dormant cases in accordance with the law through weeding out; and,
- iv. Use of video conferencing system to hear cases effectively reduced the delays of bringing prisoners and suspects to courts contributing to the overall efficiency of the judicial process.

Magistrates Courts

The good performance can be attributed to:

- i. Their strategic proximity to the general public made it easier to access by litigants;
- ii. Recruitment and deployment of more Magistrates to courts with high volume of cases;
- iii. Use of ADR mechanisms such as Small Claims Procedure and Plea-Bargaining; and,
- iv. Dormant cases were weeded out in accordance with the law.

These measures have collectively enhanced accessibility, efficiency, and adherence to legal procedures, underscoring the courts' commitment to serving the public and upholding the rule of law; Despite the existing challenges like understaffing of other justice actors like Office of the Director of Public Prosecutions and CID police officers.

5.1 Analysis of performance by case type

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

Table 6: Overall performance by case type

Case Type	Brought forward from FY2022/23	Registered in FY2023/24	Caseload	Completed	Pending cases as at 30 th June 2024	Clearance Rate (%)
Criminal	59,341	134,103	193,444	128,080	65,364	95.51
Civil	38,342	70,591	108,933	63,890	45,043	90.51
Land	27,896	25,319	53,215	22,330	30,885	88.19
Commercial	5,484	5,578	11,062	3,953	7,109	70.87
Family	11,893	22,098	33,991	20,854	13,137	94.37
Anti-corruption	151	284	435	179	256	63.03
International Crimes	98	91	189	145	44	159.34
Grand Total	143,205	258,064	401,269	239,431	161,838	92.78

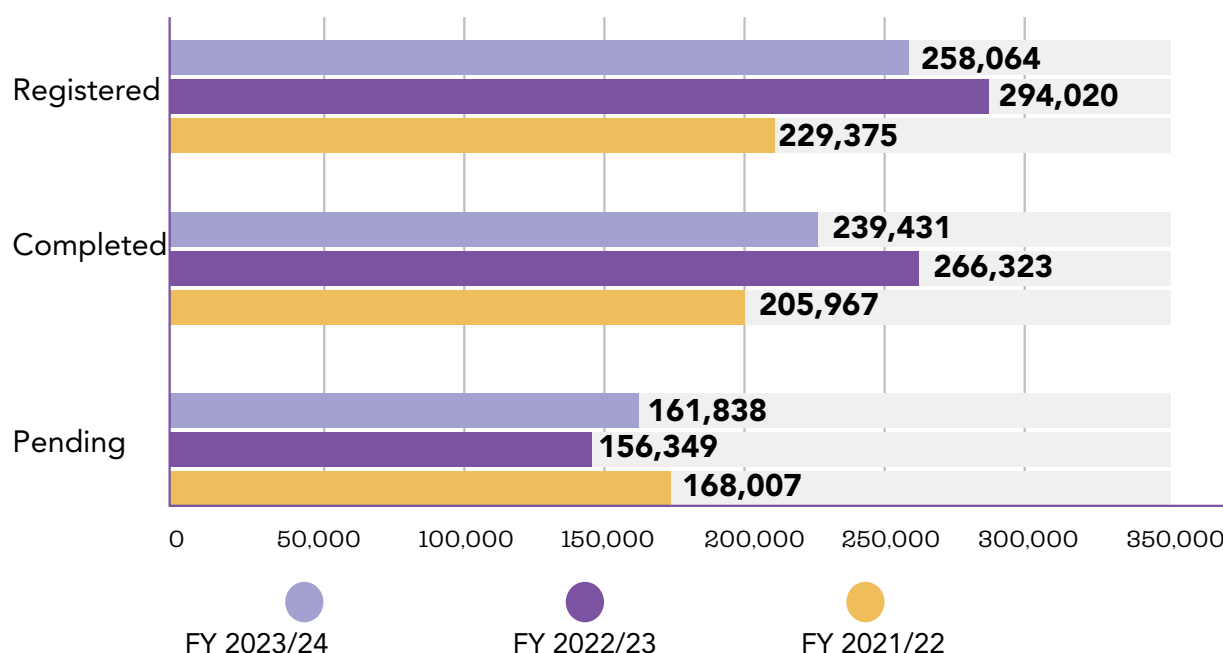
Source: Court Case Performance Report for FY 2023/24

In FY2023/24, the highest number of registered and completed cases were criminal cases, while the fewest were international crime cases. International crimes had the highest clearance rate at 159.34%, while anti-corruption cases had the lowest clearance rate at 63.03%. The complexity of anti-corruption matters accounted for the low clearance rate

5.2 Performance trends in the last three (3) Financial Years

The Judiciary has registered steady growth in cases filed and those completed in the last three Financial Years. As a result, the pending caseload has reduced as shown in the Figure 4 below:

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



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

The slight decline in case registration and case disposal was attributed to the mismatch in expansion of the Judiciary vis-a-vis the other actors in the justice chain.

5.3 Performance of the Supreme Court in the last three Financial Years

The Supreme Court recorded an increase in the number of cases registered and completed in FY2023/24, compared to FY2022/23 and FY2021/22. However, there was an increase in pending cases across the three FYs and this is attributed to the increased caseload vis-a-vis the limited number of Justices who are required to constitute Coram. The Supreme Court performance is summarised in Tables 7 and 8 below.

Table 7: Performance of the Supreme Court in the last three Financial Years

S/No	Case Type	Registered cases			Completed cases			Pending Cases		
		FY 2021/22	FY 2022/23	FY 2023/24	FY 2021/22	FY 2022/23	FY 2023/24	FY 2021/22	FY 2022/23	FY 2023/24
1	Criminal	109	25	149	35	32	37	487	461	544
2	Civil	91	112	133	53	30	65	172	226	297
3	Constitutional Cases	12	6	4	4	0	3	25	8	29
4	Election Cases	0	0	0	0	0	0	2	0	0
Totals		212	143	286	92	62	105	686	695	870

Source: Court Case Performance Reports for FY2023/24, FY 2022/23 and FY2021/22

Table 8: Table Showing the Average Lead Time for the Supreme Court for FY2023/24 per Quarter

Quarter	CIVIL AVERAGE LEAD TIME(DAYS)	CRIMINAL AVERAGE LEAD TIME(DAYS)	AVERAGE LEAD TIME (DAYS)
1	746	940	844
2	725	950	837.5
3	675	1,852	1,263
4	682	1,775	1,229
AVERAGE	707	1,379	1,043

Source: Court Case Performance Reports for FY2023/24

For FY2023/24, the Supreme Court took an average of **1,043 days** to complete its cases. The Court spent 672 more days on average to complete Criminal cases as compared to the time spent completing Civil cases.

5.4 Performance of the Court of Appeal/ Constitutional Court in the last three Financial Years

The Court of Appeal/ Constitutional Court recorded an increase in cases registered but recorded a reduction in cases completed resulting in an increase in pending cases. The performance is summarised in Table 9 below.



Court of Appeal in session

Table 9: Performance of the Court of Appeal/ Constitutional Court in the last three Financial Years

S/No	Case Type	Registered cases			Completed cases			Pending Cases		
		FY 2021/22	FY 2022/23	FY 2023/24	FY 2021/22	FY 2022/23	FY 2023/24	FY 2021/22	FY 2022/23	FY 2023/24
1	Criminal	360	273	847	263	330	341	3,695	3,489	4,288
2	Civil	905	1,218	1963	321	575	387	4,194	4,351	6,673
3	Constitutional Cases	58	68	61	70	152	66	277	192	173
4	Election Cases	100	36	14	86	23	24	43	32	30
5	Mediation Cause	83	41	134	53	19	100	41	134	144
Total		1,506	1,636	3,019	793	1,099	918	8,250	8,198	11,308

Source: Court Case Performance Reports for FY2023/24, FY 2022/23 and FY2021/22

Table 10: The Average Lead Time for the Court of Appeal/ Constitutional Court for FY2023/24 per Quarter

Quarter	Civil Average Lead Time(Days)	Criminal Average Lead Time(Days)	Average Lead Time (Days)
1	767	2,568	1,668
2	780	2,540	1,660
3	544	2,202	1,373
4	565	2,210	1,388
AVERAGE	664	2,380	1,522

Source: Court Case Performance Reports for FY2023/24

For FY2023/24, the Court of Appeal/ Constitutional Court took an average of **1,522 days** to complete its cases. The Court spent 1,716 more days on average to complete Criminal cases as compared to Civil cases.

5.5 Performance of the High Court (Divisions and Circuits) in the last three Financial Years

The High Court recorded a reduction in cases registered as well as those completed. As a result, the pending caseload increased. The performance is summarised in Table 11 below.

Table 11: Performance of High Court in the last three financial years

S/No	Case Type	Registered cases			Completed cases			Pending Cases		
		FY 2021/22	FY 2022/23	FY 2023/24	FY 2021/22	FY 2022/23	FY 2023/24	FY 2021/22	FY 2022/23	FY 2023/24
1	Anti-corruption	241	252	279	248	277	176	238	197	247
2	Commercial	3,324	6,139	5,439	2,794	4,864	3,737	6,849	5,199	6,285
3	Criminal	7,939	19,060	10,920	6,720	11,861	9,326	11,178	14,478	15,170
4	Civil	10,180	17,948	7,985	9,900	13,751	6,874	18,370	13,167	14,496
5	Execution Miscellaneous Applications	80	0	2,431	80	0	1,071	0	0	2411
6	Family	6,574	15,353	8,982	7,329	13,406	8,957	9,264	7,629	8,484
7	International Crimes	59	136	90	25	78	145	116	65	44
8	Land	12,613	25,253	10,308	9,670	18,465	11,311	18,176	19,064	19,184
Total		41,010	84,141	49,057	36,766	62,702	41,597	64,191	59,799	66,321

Source: Court Case Performance Reports for FY2023/24, FY 2022/23 and FY2021/22

5.6 Performance of the High Court Divisions by case type for FY2023/24

The High Court Divisions registered 23,467 cases and completed 18,234 cases closing the Financial Year with a pending workload of 25,088 cases. This performance reflects an average case disposal rate of 42.09% as shown in Table 12 below.

Table 12: Performance of the High Court Divisions for FY2023/24

High Court Division	Brought Forward	Registered	Caseload	Completed	Pending	Disposal Rate (%)
Anti-corruption	173	267	440	184	256	41.82
Commercial	4,819	6,101	10,920	5,144	5,776	47.11
Criminal	1,815	1,558	3,373	1,462	1,911	43.34
Civil	2,136	2,844	4,980	1,520	3,460	30.52
Family	4,723	5,134	9,857	4,703	5,154	47.71
International Crimes	65	53	118	74	44	62.71
Land	6,124	7,510	13,634	5,147	8,487	37.75
Total	19,855	23,467	43,322	18,234	25,088	42.09

Source: Court Case Performance Reports for FY2023/24

The Land Division of the High Court registered and completed the highest number of cases in FY2023/24 as well as the highest pending workload as at the end of the Financial Year.

The average disposal rate for the High Court Divisions was 42.09% with the International Crimes Division registering the highest disposal rate of 62.71% while the Civil Division had the lowest at 30.52%.

5.7 Performance of the Commercial Division of the High Court

Uganda like most developing countries, is heavily dependent on private capital from foreign and domestic investors to promote sustainable economic growth, increase employment opportunities and improve the standard of living. The commercial court plays a pivotal role in encouraging a positive business climate. The more uncertain the Commercial Court decisions are, the higher the cost of access to capital. This affects everyone up to the household level. The objective of the Commercial Court, therefore, is to deliver efficient, expeditious, and cost-effective justice to the commercial community and ultimately impact positively on the commercial and economic life of Uganda.

In FY2023/24, the Commercial Court registered cases with a case value of UGX. 954,768,262,396.18. The cumulative value (with indicative forex exchange as of 16th August, 2024) of cases completed in FY2023/24 was UGX 6,162,304,935,236.23. Additionally, the Court collected a Non-tax revenue of UGX. 591,309,792.00. Details of this performance are in Table 13 below:

Table 13: The breakdown of the value of Registered and Completed cases by month in the Commercial Court for FY2023/24

MONTH	VALUE OF REGISTERED CASES	VALUE OF COMPLETED CASES				
	UGX	UGX	USD (Exchange at UGX. 3,735.42)	EUROS (Exchange at UGX. 4,104.65)	AED (Exchange at UGX. 1,017)	TOTAL OF VALUE OF COMPLETED CASES IN UGX
JULY	96,008,080,686.36					
AUGUST	35,633,434,557.06					
SEPTEMBER	62,487,478,088.87	3,603,542,067,641.32	22,714,276.38			3,688,389,429,916.72
OCTOBER	116,986,031,017.15	819,848,086,628.00	8,151,885.09			850,298,801,230.90
NOVEMBER	73,090,615,915.74	35,666,373,915.81	1,413,515.95			40,946,449,665.76
DECEMBER	62,810,099,325.00	283,890,428,535.00	1,796,973.50			290,602,879,286.37
JANUARY	61,278,622,088.00	8,392,238,093.70	2,918,487.00			19,294,012,803.24
FEBRUARY	100,092,761,619.00	8,392,238,093.70	2,918,487.00			19,294,012,803.24
MARCH	115,471,081,250.00	114,635,419,901.00	5,707,701.00			135,956,080,370.43
APRIL	56,910,187,650.00	226,258,811,127.70	64,493,482.00			467,169,053,660.20
MAY	95,627,923,021.00	228,251,501,346.00	15,947,697.40		110,000	287,934,719,167.92
JUNE	78,371,947,178.00	42,505,187,650.00	13,330,023.53	65,808,551.81		362,419,496,331.45
TOTAL	954,768,262,396.18	5,371,382,352,932.23	139,392,528.85	65,808,551.81	110,000	6,162,304,935,236.23

Source: Electronic Court Case Management Information System

As at the end of FY2023/24, the Commercial Court had pending cases with a value of UGX 6,337,346,104,218.743. Table 14 below shows the quarterly case value of pending cases at the Commercial Division for FY2023/24.

Table 14: Case Value per quarter for pending cases at Commercial Division for FY 2023/24

Month	Case Value
Q1 (As of September 30th 2023)	12,832,016,429,404.720
Q2 (As of December 31st 2023)	10,151,734,582,391.15
Q3 (As of March 31st 2024)	6,356,982,014,711.683
Q4 (As of June 30th 2024)	6,337,346,104,218.743

Source: Electronic Court Case Management Information System

5.8 Performance of the High Court Circuits by case type for FY2023/24

The High Court Circuits registered 25,590 cases and completed 23,363, closing the FY with a pending workload of 41,233 cases. This performance reflects an average case disposal rate of 36.17%. The performance is shown in table 15.

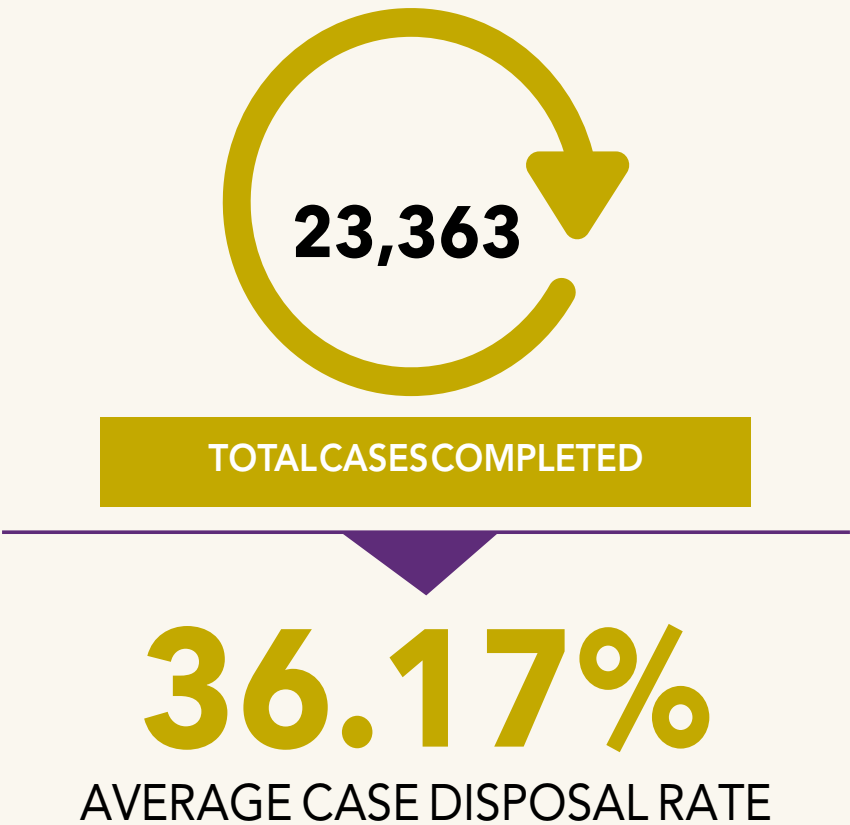


Table 15: Performance of the High Court Circuits by case type for FY2023/24

Court Name	Case Type	Brought Forward	Registered	Caseload	Completed	Pending	Disposal Rate(%)
Fort Portal - HCT	Civil	648	266	914	566	348	61.93
	Criminal	451	239	690	607	83	87.97
	Family	72	118	190	118	72	62.11
	Land	621	160	781	360	421	46.09
	Executions Miscellaneous Applications	5	24	29	24	5	82.76
Sub-total for Fort Portal - HCT		1,797	807	2,604	1675	929	64.32
Gulu - HCT	Criminal	934	200	1,134	451	683	39.77
	Civil	443	235	678	286	392	42.18
	Land	1,173	252	1,425	657	768	46.11
	Commercial	0	0	0	0	0	undefined
	Family	258	204	462	330	132	71.43
	Executions Miscellaneous Applications	0	0	0	0	0	undefined
Sub-total for Gulu - HCT		2,808	891	3,699	1,724	1,975	46.61
Jinja - HCT	Criminal	493	228	721	328	393	45.49
	Civil	1,527	341	1,868	801	1,067	42.88
	Land	259	77	336	177	159	52.68
	Family	201	206	407	211	196	51.84
Sub-total for Jinja - HCT		2,480	852	3,332	1517	1,815	45.53
Mbale - HCT	Civil	1,556	738	2,294	687	1,607	29.95
	Commercial	51	18	69	20	49	28.99
	Criminal	863	671	1,534	454	1,080	29.60
	Family	239	137	376	217	159	57.71
	Land	246	280	526	95	431	18.06
Sub-total for Mbale - HCT		2,955	1844	4,799	1473	3,326	30.69

Court Name	Case Type	Brought Forward	Registered	Caseload	Completed	Pending	Disposal Rate(%)
Mbarara - HCT	Criminal	1,682	648	2,330	586	1,744	25.15
	Civil	1,328	873	2,201	806	1,395	36.62
	Land	583	284	867	254	613	29.30
	Family	317	422	739	547	192	74.02
Sub-total for Mbarara - HCT		3,910	2227	6,137	2193	3,944	35.73
Masaka - HCT	Criminal	48	274	322	297	25	92.24
	Civil	352	281	633	252	381	39.81
	Family	294	373	667	328	339	49.18
	Land	382	401	783	270	513	34.48
Sub-total for Masaka - HCT		1,076	1329	2,405	1147	1,258	47.69
Arua - HCT	Criminal	340	349	689	304	385	44.12
	Civil	481	176	657	94	563	14.31
	Family	78	121	199	92	107	46.23
	Land	383	316	699	38	661	5.44
Sub-total for Arua - HCT		1,282	962	2,244	528	1,716	23.53
Soroti - HCT	Criminal	628	421	1,049	430	619	40.99
	Civil	430	481	911	432	479	47.42
	Family	104	66	170	103	67	60.59
	Land	501	275	776	294	482	37.89
Sub-total for Soroti - HCT		1,663	1243	2,906	1259	1,647	43.32
Lira - HCT	Criminal	1,141	285	1,426	235	1,191	16.48
	Civil	771	496	1,267	238	1,029	18.78
	Family	138	52	190	72	118	37.89
	Land	481	140	621	88	533	14.17
Sub-total for Lira - HCT		2,531	973	3,504	633	2,871	18.07

Court Name	Case Type	Brought Forward	Registered	Caseload	Completed	Pending	Disposal Rate(%)
Kabale - HCT	Criminal	345	179	524	206	318	39.31
	Civil	118	104	222	72	150	32.43
	Family	29	73	102	58	44	56.86
	Land	230	164	394	108	286	27.41
Sub-total for Kabale - HCT		722	520	1,242	444	798	35.75
Masindi - HCT	Civil	353	306	659	299	360	45.37
	Land	355	291	646	224	422	34.67
	Criminal	275	184	459	286	173	62.31
	Family	41	23	64	27	37	42.19
Sub-total for Masindi - HCT		1,024	804	1,828	836	992	45.73
Mubende - HCT	Criminal	537	694	1,231	334	897	27.13
	Civil	184	90	274	128	146	46.72
	Family	152	204	356	82	274	23.03
	Land	606	596	1,202	503	699	41.85
Sub-total for Mubende - HCT		1,479	1584	3,063	1047	2,016	34.18
Mukono - HCT	Criminal	1,371	382	1,753	586	1,167	33.43
	Civil	1,289	697	1,986	528	1,458	26.59
	Land	1,192	1156	2,348	750	1,598	31.94
	Family	519	302	821	460	361	56.03
	Commercial	0	0	0	0	0	undefined
Sub-total for Mukono - HCT		4,371	2537	6,908	2324	4,584	33.64
Mpigi - HCT	Criminal	891	362	1,253	578	675	46.13
	Civil	217	63	280	158	122	56.43
	Family	194	290	484	58	426	11.98
	Land	853	458	1,311	330	981	25.17
	Executions Miscellaneous Applications	0	0	0	0	0	undefined

Court Name	Case Type	Brought Forward	Registered	Caseload	Completed	Pending	Disposal Rate(%)
Sub-total for Mpigi - HCT		2,155	1173	3,328	1124	2,204	33.77
Hoima - HCT	Criminal	424	402	826	320	506	38.74
	Civil	322	263	585	207	378	35.38
	Family	55	65	120	82	38	68.33
	Land	465	353	818	171	647	20.90
Sub-total for Hoima - HCT		1,266	1083	2,349	780	1,569	33.21
Luwero - HCT	Civil	176	526	702	208	494	29.63
	Family	478	448	926	396	530	42.76
	Land	800	674	1,474	132	1,342	8.96
	Criminal	259	561	820	327	493	39.88
Sub-total for Luwero - HCT		1,713	2209	3,922	1063	2859	27.10
Moroto - HCT	Civil	23	50	73	43	30	58.90
	Land	83	96	179	120	59	67.04
	Criminal	335	225	560	330	230	58.93
	Family	7	9	16	7	9	43.75
Sub-total for Moroto - HCT		448	380	828	500	328	60.39
Tororo - HCT	Civil	234	166	400	218	182	54.50
	Family	65	133	198	132	66	66.67
	Land	96	293	389	115	274	29.56
	Criminal	147	254	401	211	190	52.62
Sub-total for Tororo - HCT		542	846	1,388	676	712	48.70
Rukungiri - HCT	Civil	187	102	289	96	193	33.22
	Land	65	78	143	90	53	62.94
	Commercial	-	1	1	0	1	0.00
	Family	23	78	101	74	27	73.27
	Criminal	242	84	326	158	168	48.47

Court Name	Case Type	Brought Forward	Registered	Caseload	Completed	Pending	Disposal Rate(%)
Sub-total for Rukungiri - HCT		517	343	860	418	442	48.60
Iganga - HCT	Civil	523	147	670	82	588	12.24
	Land	450	352	802	139	663	17.33
	Commercial	-	2	2	0	2	0.00
	Criminal	986	564	1,550	426	1,124	27.48
	Family	147	78	225	134	91	59.56
Sub-total for Iganga - HCT		2,106	1143	3,249	781	2,468	24.04
Bushenyi - HCT	Civil	164	402	566	205	361	36.22
	Criminal	48	679	727	186	541	25.58
	Family	2	69	71	21	50	29.58
	Land	30	180	210	48	162	22.86
	Executions Miscellaneous Applications	0	0	0	0	0	undefined
Sub-total for Bushenyi - HCT		244	1330	1,574	460	1,114	29.22
Kiboga - HCT	Criminal	286	134	420	165	255	39.29
	Civil	102	20	122	69	53	56.56
	Family	54	8	62	53	9	85.48
	Land	256	115	371	130	241	35.04
Sub-total for Kiboga - HCT		698	277	975	417	558	42.77
Kitgum - HCT	Criminal	425	118	543	122	421	22.47
	Civil	111	36	147	20	127	13.61
	Family	12	6	18	2	16	11.11
	Land	209	70	279	99	180	35.48
Sub-total for Kitgum - HCT		757	230	987	243	744	24.62

Court Name	Case Type	Brought Forward	Registered	Caseload	Completed	Pending	Disposal Rate(%)
Kasese - HCT	Criminal	126	0	126	13	113	10.32
	Civil	174	3	177	41	136	23.16
	Family	32	0	32	9	23	28.13
	Land	104	0	104	24	80	23.08
	Executions Miscellaneous Applications	26	0	26	14	12	53.85
Sub-total for Kasese - HCT		462	3	465	101	364	21.72
Total for HCT Circuits		39,006	25,590	64,596	23,363	41,233	36.17

Source: Court Case Performance Reports for FY2023/24

The highest number of cases registered and disposed of at the High Court Circuits was at Mukono High Court with **2,537** registered cases and **6,908** completed cases in FY2023/24. The lowest number of registered cases and completed cases was at Kasese High Court. Fort-Portal High Court registered the highest case disposal rate of **64.32%** while Lira High Court had the lowest disposal rate of **18.07%**.

5.9 Performance of Lower Courts in the last three Financial Years

The Lower Courts experienced a decline in case registration and case disposal in FY2023/24 compared to FY2022/23. In spite of this, there was a general reduction in pending cases in FY2023/24 and this was specifically at the Chief Magistrates Courts and the Magistrates Grade 2 Courts. Table 16 below summarises the performance.

Table 16: Performance of Lower Courts in the last three Financial Years

COURT LEVEL	Case Type	REGISTERED			COMPLETED			PENDING CASES		
		FY 2021/22	FY 2022/23	FY 2023/24	FY 2021/22	FY 2022/23	FY 2023/24	FY 2021/22	FY 2022/23	FY 2023/24
Chief Magistrates Courts	Criminal	74,097	80,048	76,233	66,858	80,874	75,540	34,081	33,556	29,913
	Civil	31,159	29,376	30,547	27,088	26,563	28,875	22,392	16,125	15,436
	Family	5,532	7,981	8,968	5,203	8,032	8,351	559	3,711	3,604
	Land	8,921	8,780	8,121	8,060	9,555	7,866	12,728	9,582	8,212
	Small Claims	5,255	7,812	7,613	5,279	7,729	7,641	1,399	1,350	1,311
Total		124,964	133,997	131,482	112,488	132,753	128,273	71,159	64,324	58,476
Magistrates Grade I Courts	Criminal	39,593	47,616	44,483	35,867	45,124	41,429	14,537	13,897	15,015
	Civil	12,201	11,807	12,877	11,004	10,853	11,297	4,253	4,287	4,696
	Family	1,703	3,014	3,518	1,698	3,092	3,407	252	881	940
	Land	2,851	2,847	3,429	2,798	2,644	2,743	3,121	2,647	2,595
	Small Claims	3,072	6,848	8,212	2,775	6,308	8,030	406	851	1,113
Total		59,420	72,132	72,519	54,142	68,021	66,906	22,569	22,563	24,359
Magistrates Grade II Courts	Criminal	1,803	1,733	1,527	1,395	1,547	1,407	808	595	434
	Civil	294	113	50	171	51	81	228	99	35
	Family	60	20	14	44	20	12	22	5	6
	Land	106	26	14	76	23	17	94	32	12
	Small Claims	0	79	96	0	45	115	0	39	17
Total		2,263	1,971	1,701	1,686	1,686	1,632	1,152	770	504
Total for all Magistrates Courts		186,647	208,100	205,702	168,316	202,460	196,811	94,880	87,657	83,339

Source: Court Case Performance Reports for FY2023/24, FY 2022/23 and FY2021/22

6.0

CASE BACKLOG STATUS



A case is considered backlog if it has spent two or more years in the court system before it is disposed of or completed. Overall, courts closed with a pending caseload of **161,838** cases of which **42,588** were backlog that accounted for **26.32%** of the pending cases. In the year under review, case backlog declined by **0.87% (372 cases)**, since in the previous FY 2022/23 it had been at **42,960**. Table 17 below shows the number of pending and backlog cases in the Judiciary for FY2023/24 while Figure 5 provides the status on pending and backlog cases for FY2023/24.

Table 17: Summary of Overall pending and backlog cases in the Judiciary as of 30th June 2024 by Case Type			
Case Type	Pending Cases as at 30th June 2024	Case Backlog as at 30th June 2024	Percentage Backlog (%)
Anti-corruption	256	54	21.09
Commercial	5,836	1,645	28.19
Criminal	64,530	13,967	21.64
Civil	46,381	13,788	29.73
Family	12,779	3,092	24.20
International Crimes	44	17	38.64
Land	31,988	10,025	31.34
Executions	24	0	0.00
Grand Total	161,838	42,588	26.32

Source: Monthly Statistical Reports on Court Performance

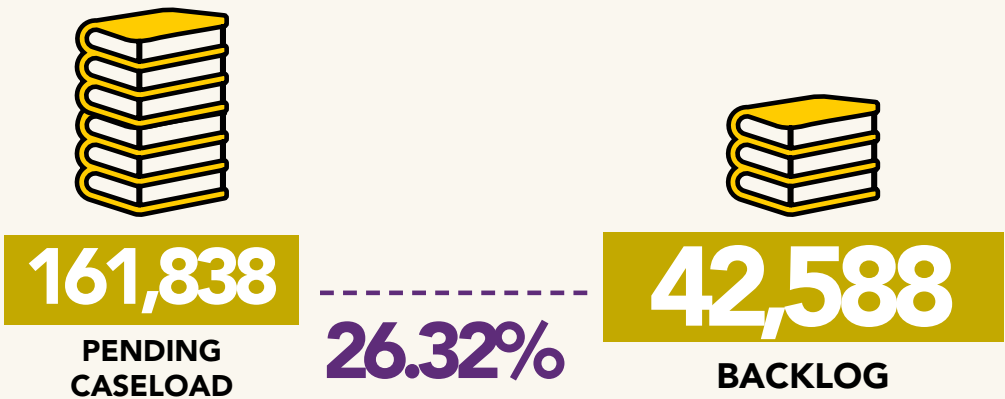
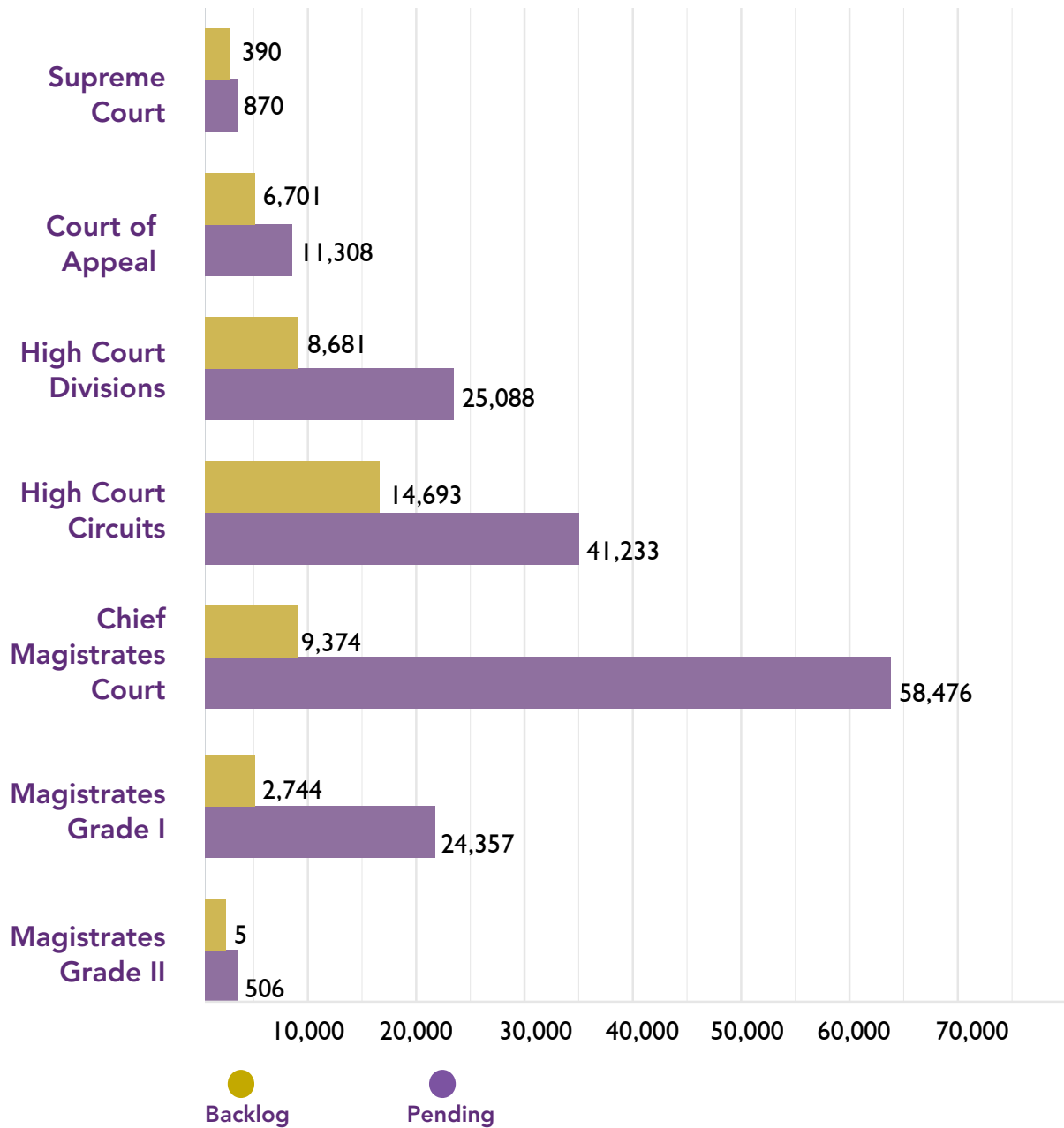


Figure 5: Pending and backlog cases by court level as at the end of FY2023/24

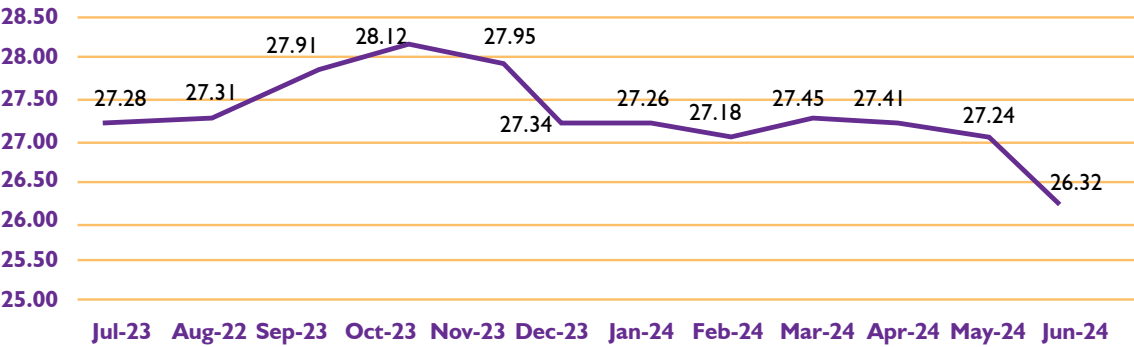


Source: Monthly Statistical Reports on Court Performance

6.1 Monthly overall backlog trend for FY 2023/24

The highest backlog rate was recorded in the month of October 2023 and the lowest was recorded in June 2024 as shown in Figure 6 below.

Figure 6: Monthly overall backlog trend for FY 2023/24

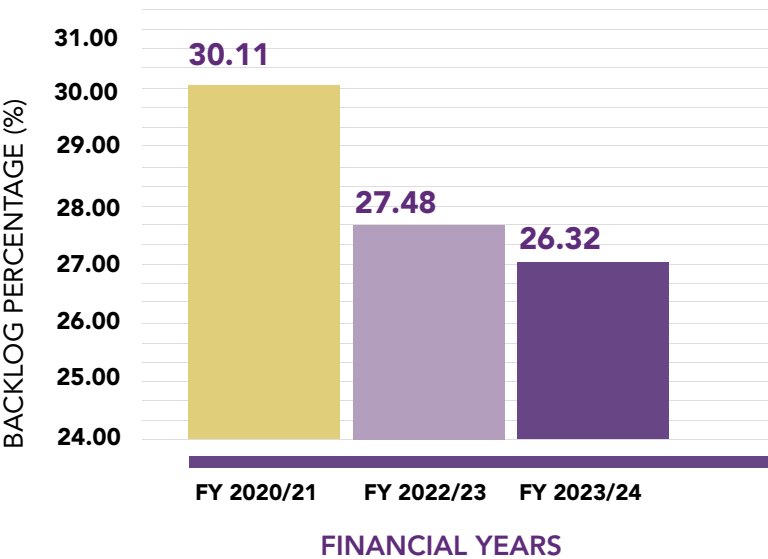


Source: Monthly Statistical Reports on Court Performance

6.2 Backlog in the last three Financial Years

Courts recorded a significant reduction in case backlog in the last three (3) years as shown in Figure 7 below.

Figure 7: Overall Backlog trend for the last three financial years



Source: Monthly Statistical Reports on Court Performance

6.3 Summary of the Case Age by Court Level for FY2023/24

For FY2023/24, the highest number of pending cases at 58,476 and backlog cases at 9,374 was at the Chief Magistrates Courts. However, if the number of backlog cases compared to pending cases is considered, the Court of Appeal/ Constitutional Court had the highest percentage backlog at 59.26%. More than half of the pending cases at the Court of Appeal/ Constitutional Court were backlog cases.

It should also be noted that the highest number of pending cases (72,234) were less than 1 year in the system, while the highest number of backlog cases (29,561) were between 2 to 5 years in the system. This performance is summarised in Table 18 below:

Table 18: Table Showing the Summary of the Case Age by Court for FY2023/24

Court Name	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	Percentage Backlog(%)
Supreme Court	290	190	262	96	32	870	390	44.83
Court of Appeal/ Constitutional Court	2,501	2,106	3,542	2,969	190	11,308	6,701	59.26
Anti-corruption Division	145	57	46	7	1	256	54	21.09
Commercial Division	2,996	1,175	1,470	114	21	5,776	1,605	27.79
Criminal Division	848	558	491	15	0	1,912	506	26.46
Civil Division	1,440	717	1,194	103	6	3,460	1,303	37.66
Family Division	1,898	1,115	1,800	313	28	5,154	2,141	41.54
International Crimes Division	17	10	11	6	0	44	17	38.64
Land Division	3,878	1,553	2,729	277	49	8,486	3,055	36
Fort Portal High Court	372	202	242	70	43	929	355	38.21
Gulu High Court	561	473	593	296	52	1,975	941	47.65
Jinja High Court	514	369	531	296	105	1,815	932	51.35
Mbale High Court	1,131	726	992	405	72	3,326	1,469	44.17
Mbarara High Court	1,160	729	1,191	682	182	3,944	2,055	52.1
Masaka High Court	520	309	306	96	27	1,258	429	34.1
Arua High Court	601	376	448	179	112	1,716	739	43.07
Soroti High Court	679	418	409	129	12	1,647	550	33.39
Lira High Court	408	368	800	957	338	2,871	2,095	72.97
Kabale High Court	346	199	218	35	0	798	253	31.7
Masindi High Court	362	174	253	136	67	992	456	45.97
Mubende High Court	557	365	811	264	19	2,016	1,094	54.27
Mukono High Court	1,235	885	1,635	826	3	4,584	2,464	53.75
Mpigi High Court	781	562	650	211	0	2,204	861	39.07

Court Name	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	Percentage Backlog(%)
Hoima High Court	1,569	0	0	0	0	1,569	0	0
Luwero High Court	2,859	0	0	0	0	2,859	0	0
Moroto High Court	328	0	0	0	0	328	0	0
Tororo High Court	712	0	0	0	0	712	0	0
Rukungiri High Court	442	0	0	0	0	442	0	0
Iganga High Court	2,468	0	0	0	0	2,468	0	0
Bushenyi High Court	1,114	0	0	0	0	1,114	0	0
Kiboga High Court	558	0	0	0	0	558	0	0
Kitgum High court	744	0	0	0	0	744	0	0
Kasese High Court	364	0	0	0	0	364	0	0
Chief Magistrate Courts	23,802	25,300	6,501	2,752	121	58,476	9,374	16.03
Magistrate Grade I Courts	13,678	7,935	2,431	313	0	24,357	2,744	11.27
Magistrate Grade II Courts	356	145	5	0	0	506	5	0.99
Total	72,234	47,016	29,561	11,547	1,480	161,838	42,588	26.32

Source: Monthly Statistical Reports on Court Performance

A detailed presentation on the case age status is shown in **Annex 1**.

6.4 Interventions towards case backlog reduction

6.4.1 Case Management Committee

The Case Management Committee, chaired by the Deputy Chief Justice had an inaugural meeting on 21st May 2024 and drew up a workplan and constituted Sub-Committees which have since been approved. These include:

- i. ADR & AJS (Alternative Justice System) Sub-Committee;
- ii. Bar-Bench Sub-Committee;
- iii. Technical Sub-Committee;
- iv. Division Court-Users Sub-Committee which is set up in the 7 Divisions of the High Court;
- v. Regional Coordination Sub-Committee which is set up in the 24 Circuits of the High Court; and,
- vi. District Coordination Sub-Committee set up in the 146 Districts and Cities of Uganda.

The functions of the Sub-Committees are spelt out under Regulation 22 of the Administration of Judiciary (Establishment of Committees), Regulations, 2023. The Technical sub-committee comprises the ICT Committee, Case Backlog Committee, and the Committee on Review of Processes.

The Judiciary Case Management Committee formulated a workplan with three Strategic objectives namely:

- i. To strengthen evidence-based research and knowledge management to inform efficient and effective Case Management.
- ii. To enhance communication, cooperation and coordination among justice service providers

- iii. To enhance utilisation of Alternative Dispute Resolution mechanisms and introduction of the Alternative Justice System in the Judiciary.

6.4.2 High Court performance review meetings

The Principal Judge held quarterly performance review meetings with the Heads and Deputy Heads of Divisions, High Court Circuits and the Case Management Committee to review the performance of the High Court regarding proper use of resources towards elimination of case backlog and high caseload. The following resolutions and recommendations were made:

- i. Ensure consistency of data in the quarterly performance reports and ECCMIS records on cases, judges' caseload among others.
- ii. Report on operational funds received, plea-bargain camps and pending judgments and rulings per judicial officer as guided in previous resolutions.
- iii. On case management procedures and reporting, dedicate/ring-fence days for judgment writing.
- iv. Sensitise and implement robust alternative dispute resolution systems at court stations and encourage all Court Users to enrol under these innovations.
- v. Digital records like CCAS and ECCMIS should be updated daily in order to have up to date statistics to inform administrative decisions and policies for better service. As one of the mechanisms for updating the case management systems, the performance of individual judges should be ascertained through a

regular system audit.

- vi. Improve case management systems through mechanisms to curb loss of court records and fraudulent leakage; streamlining management of criminal sessions by joint cause-listing with major stakeholders in the justice system to help in identifying cases of vulnerable persons, and other cases that need unique attention; ensuring that Court decisions are delivered within 60 days from the date of hearing and closure of submissions; and ensuring timely administration of criminal justice with minimal costs and reducing both caseload and backlog in all the hierarchy of Courts through Plea-Bargaining.

6.4.3 Daily hearing of cases under the Criminal Division

The Daily Hearing Project (DHP) was a pilot scheme set up in the Criminal Division of the High Court to explore the possibility of hearing criminal cases in the High Court daily.

This was expected to ensure: Faster disposal of cases; elimination of case backlog; promotion of the right to a fair trial; flexibility in quickly bringing cases to

trial; a more holistic approach to fighting crime; promotion of better outcomes for the criminal justice system and promotion of efficiency in the criminal justice system by focusing resources where they were most needed instead of interlocutory matters.

The Daily Hearings Project that began in January 2022, was under review after the 2-year pilot phase. The Hon. The Principal Judge accordingly convened a review meeting with the Division Judges and Registrars on 14th February, 2024, which assigned a 3-member team to compile the Project Review Report. The report was duly submitted to The Hon. The Principal Judge on 6th August, 2024 and was due for discussion with the Division Judges and Registrars on 19th September, 2024. By the close of FY 2023/24, the Pilot Project had performed as follows:

a) Case Status

The Criminal Division brought forward 1,953 cases, registered 1,558 cases, completed 1,451 cases (of which 386 cases were through Plea-Bargain) and closed with 2,074 pending cases. The case clearance rate (rate of case disposal vis-a-vis the rate of case registration) was at 93.7%, while the rate of case disposal (rate of case disposal vis-a-vis the general

case docket), was 41.6%. Details are shown in Tables 19 and 20 below:

Table 19: Case Status under the Daily Hearing of Cases Project for FY2023/24 by Case Category

Category	B/Forward	Registered	Disposed	Pending
Session	1,611	854	900	1,580
Appeal	154	174	108	223
MSc. Application	146	453	374	228

Category	B/Forward	Registered	Disposed	Pending
Revision	39	50	53	39
Confirmation	3	27	26	4
TOTAL	1,953	1,558	1,461	2,074

Source: Court Case Performance Reports for FY2023/24

Table 20: Cases disposed through ADR (Plea-Bargain) under the Daily Hearing of cases Project for the period 1st July 2023 to 30th June 2024

Location	Period	Completed cases
Kigo Camp	November - December 2023	26
Luzira Camp	January 2024	116
Luzira Camp	June 2024	147
Kampala	January - June 2024	97
Total		386

Source: Court Case Performance Reports for FY2023/24

b) Achievements

The following achievements were registered:

- The case clearance rate was 93.7 %, while the disposal rate was 41.6%.
- High satisfaction levels among stakeholders were observed, through daily hearings.
- Plea-Bargains were promoted, and 3 Plea-Bargain Camps were held.

c) Challenges

The following challenges were encountered:

- Difficulty in accessing Police files by the State Attorneys attached to the Daily Hearings Project.
- Understaffing of stakeholder institutions, notably, the Office of the Director of Public Prosecutions.
- Inadequate Process Service.
- Public interest, high profile, and complex cases consumed inordinate time and resources.

6.4.4 Case backlog reduction sessions

A number of sessions (Criminal, Civil, Family and Land) were conducted with the aim of reducing case backlog in various High Court Circuits and as a result, a total of 3,593 cases were disposed of. It should also be noted that a number of the criminal cases were disposed of through the plea-bargain approach. Table 21 below shows the performance

of High Court Circuits during the backlog reduction sessions.

Table 21: Performance of the High Court Circuits under the Case backlog reduction sessions

S/No.	Court Name	Location	Number of Cases Disposed of				Challenges Encountered
			Criminal	Civil	Family	Land	
1	Arua HCT	Arua , Koboko, Nebbi & Adjumani	164				Limited court interpreters
2	Bushenyi HCT	Bushenyi HCT					The ODPP has not operationalised Bushenyi as a Regional office and this had an impact on the management of sessions
3	Fort Portal HCT	Fort Portal, Kamwenge	471				Security concerns restricted movements in Kamwenge District
4	Hoima HCT	Hoima HCT	126				- Limited court interpreters - Limited manpower by the ODPP
5	Iganga HCT	Iganga HCT	125				Insufficient resources to cater for witnesses
6	Kabale HCT	Kabale HCT	86				Limited court interpreters
7	Kasese HCT	Kasese HCT	15				- Low turn up of witnesses - Low uptake of Plea-bargain
8	Kiboga HCT	Kiboga HCT	36				- Difficulty in tracing witnesses - Missing Police Files
9	Kitgum HCT	Kitgum HCT	34				- Difficulty in tracing witnesses especially for old cases - Missing police files
10	Lira HCT	Lira HCT	207				- Delayed records of appeal from lower courts - Limited manpower by the ODPP
11	Luwero HCT	Nakasongola, Luwero And Nakaseke	102				- Difficulty in tracing key witnesses - Long distances that witnesses have to travel
12	Masaka HCT	Masaka HCT	215				
13	Masindi HCT	Masindi HCT	105				Limited number staff

S/No.	Court Name	Location	Number of Cases Disposed of				Challenges Encountered
			Criminal	Civil	Family	Land	
14	Mbale HCT	Mbale HCT	379				• Difficulty in tracing key witnesses
15	Mbarara HCT	Mbarara Main Prison	240				• Limited manpower by the ODPP
16	Moroto HCT	Moroto HCT	213				• Non-attendance of witnesses • Lack of a juvenile remand home within Moroto High Court circuit
17	Mpigi HCT	Mpigi HCT & Kigo Prison	177				• Lack of witnesses in some cases
18	Mubende HCT	Mubende, Mityana, Kitalya , Muinaina & Luzira	247				• Transfer of investigating Officers and other key witnesses • Transfer of prisoners to other prisons affecting traceability
19	Mukono HCT	Jinja Main Prison, Luzira Main Prison , Lugazi Chief Magistrates Court	121				• Juvenile offenders in adult Prisons
20	Rukungiri HCT	Rukungiri HCT	156	6			• Non-attendance of witnesses
21	Soroti HCT	Soroti HCT	118	40	56	50	• Limited manpower by the ODPP
22	Tororo HCT	Tororo HCT and Busia Court	104				
Total Number of cases disposed of			3,441	46	56	50	

Source: Monthly Statistical Reports on Court Performance

6.4.5 Special sessions on Gender Based Violence related cases

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

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

During the financial year, the Judiciary received funding and organised ten (10) sessions in the High Court of Mbarara, Lwengo (sitting at Masaka), Kitgum, Kiryandongo (sitting at Masindi), Nakasongola, Koboko and Chief Magistrates' Courts of Amuria, Omoro,

Tororo and Otuke. Courts disposed of 595 cases out of the 600 that were cause listed. This was a 99.17% clearance rate. The cases that were not concluded in the court session were those adjourned or deferred to the next session for various reasons.

Aggravated defilement constituted the highest number of cases disposed of (43.71%), followed by rape (12.18), and simple defilement, as shown in Table 22 below.

Table 22: Disposal of GBV Cases by Nature of Crime

S/No.	COURT	CASE CATEGORY	RESULT
1	Masindi (Kiryandongo)	Aggravated defilement	36
		Rape	9
		Murder	1
		Aggravated trafficking in children	1
		Aggravated torture	1
		Manslaughter	2
		Sub-total	50
2	Nakasongola	Aggravated defilement	27
		Rape	15
		Murder	8
		Aggravated robbery	1
		Sub-total	51
3	Mbarara	Aggravated defilement	50
		Rape	6
		Sub-total	56
4	Masaka (Lwengo)	Aggravated defilement	46
		Rape	6
		Sub-total	52
5	Fort Portal (Kamwenge)	Aggravated defilement	33
		Murder	10
		Aggravated trafficking in persons	1
		Rape	5
		Kidnap	1
		Sub-total	50

S/No.	COURT	CASE CATEGORY	RESULT
6	Mukono	Aggravated defilement	46
		Rape	3
		Aggravated trafficking	1
		Sub-total	50
7	Gulu	Aggravated defilement	26
		Rape	4
		Sub-total	30
8	Kitgum	Aggravated defilement	31
		Rape	9
		Murder	9
		aggravated robbery	4
		Aggravated trafficking in children	3
		Sub-total	56
9	Amuria	Simple defilement	40
		Arson	10
		Assault	7
		Attempted rape	2
		Sub-total	59
10	Tororo	Defilement	35
		Trafficking in persons	8
		Attempted murder	1
		Arson	3
		Attempted rape	3
		Domestic violence	2
		Sub-total	52

S/No.	COURT	CASE CATEGORY	RESULT
11	Otuke	Attempted murder	15
		Defilement	10
		Arson	8
		Domestic violence	6
		Killing unborn child	1
		Aggravated murder	2
		Threatening violence	1
		Sub-total	43
12	Omororo	Attempted murder	5
		Arson	10
		Defilement	10
		Domestic violence	3
		Doing harm	1
		Doing grievous Harm	5
		Threatening violence	7
		Stealing cattle	1
		Child neglect	1
		Criminal trespass	1
		Attempted rape	2
		Sub-total	46
		Total	595

Source: Report on Phase VI activities of the SGBV sessions



7.0

INNOVATIONS IN MANAGEMENT OF CASES

7.1 Plea-Bargaining Programme

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

The Plea-bargaining Programme is conducted along with the day-to-day hearing of cases in courts; through Plea-bargaining Camps or through special

sessions dedicated to plea-bargaining. A total of 656 cases were completed through plea-bargaining camps at the High Court level, while 2,202 cases were completed through the day-to-day hearing of cases at the various High Courts.

A total of 758 cases were completed through Plea Bargaining Camps in the various Magisterial Areas. This reflects 52.06% success/clearance rate. The average lead time for the recorded cases in the Camps was less than one day. The Chief Magistrate Courts completed 3,550 cases while 1,759 cases were completed at Magistrate Grade 1 courts through the day-to-day hearing of cases. Table 23 below shows court performance for plea-bargaining, while Figure 8 shows cases disposed of through Plea-Bargaining Camps at the High Court and the Chief Magistrates Court.





**TOTAL CASES COMPLETED
THROUGH PLEA BARGAINING
CAMPS IN MAGISTERIAL
AREAS**

52.06%
SUCCESS RATE



*Chief Justice opens a Plea Bargaining session
at Luzira Upper Maximum Security Prison*

Table 23: Court Performance for Plea-Bargaining for FY2023/24

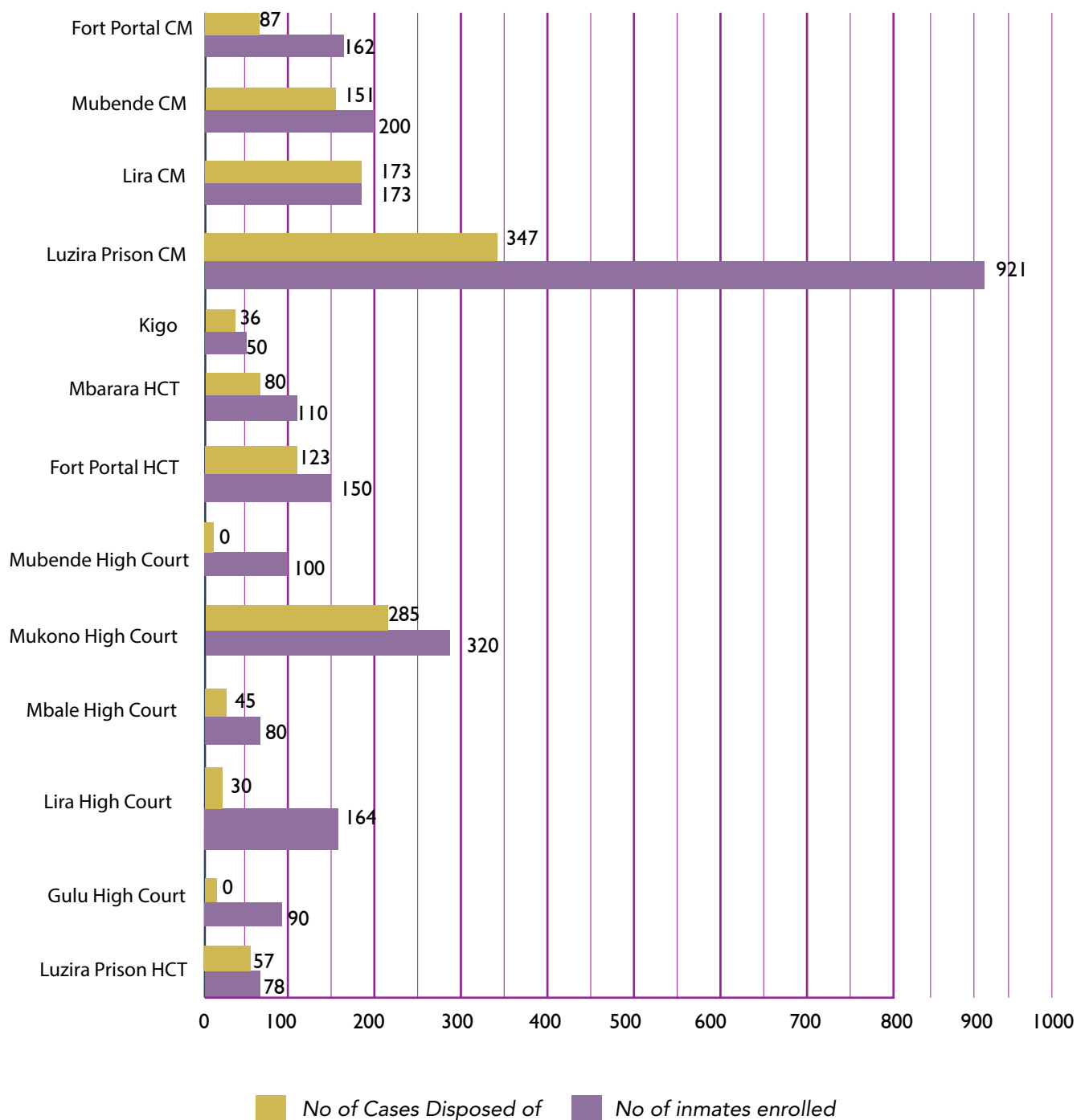
High Court Performance				
S/No	Court Name	Venue	Clearance / Success Rate (%)	Reason for variance
1	Luzira Prison		73.08	
2	Gulu High Court	Gulu Main Prison	0.00	Scheduled to start in August, 2024
3	Lira High Court	Lira Main Prison	18.29	
4	Mbale High Court		56.25	
5	Mukono High Court	Mukono	89.06	
6	Mubende High Court		0.00	Scheduled to start in August, 2024
7	Fort Portal HCT	Katojo Prison	82.00	
8	Mbarara HCT		72.73	
9	Kigo		72.00	
Sub-Total			57.44	
Chief Magistrate Court Performance				
S/No	Venue	Number of Inmates enrolled	Number of cases disposed of	Clearance / Success Rate (%)
1	Luzira Prison	921	347	37.68
2	Lira CM	173	173	100.00
3	Mubende CM	200	151	75.50
4	Fort Portal CM	162	87	53.70
Sub-Total		1,456	758	52.06
Total for HCT and CM Court Performance		2,598	1,414	54.43

Source: Court Case Performance Reports for FY2023/24

A Plea Bargaining session in progress at
Luzira Upper Maximum Security Prison



Figure 8: Cases Disposed of through Plea-Bargaining Camps at the High Court and Chief Magistrates Court Levels in FY2023/24



Source: Court Case Performance Reports for FY2023/24

Despite the achievements of the Plea-Bargaining Programme, it still faced several challenges, namely:

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

a chance to be heard. Some witnesses were hard to trace; because they relocated to other places and did not leave behind a contact for communication.

7.2 Small Claims Procedure

The Small Claims Procedure (SCP) is a reform initiative of the Judiciary intended to enhance access to justice for litigants with commercial disputes (supply of goods, debts or rental disputes) whose value does not exceed UGX 10,000,000. The SCP has been rolled out to 203 courts across the country. This expansion and the growing number of cases registered reflects a largely user-friendly and demand-driven initiative. The success of the programme necessitated the creation of an independent registry in October 2017, with the mandate to play an oversight role over quality assurance in SCP Courts and to further roll out the procedure to all courts countrywide. Table 24 below shows the performance of SCP.

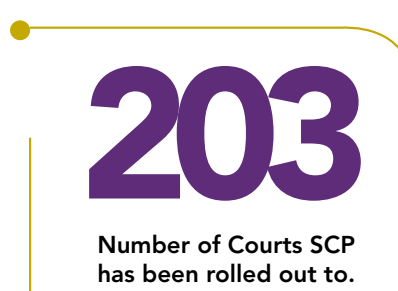


Table 24: SCP Performance for FY2023/24

SCP Level	B/Forward	Registered	Completed	Pending	Clearance Rate (%)	Disposal Rate (%)	Total Value Recovered
Demand Notice	2,979	17,789	18,124	2,644	101.88	87.27	3,821,977,315
Claim Level	1,809	5,397	5,443	1,763	100.85	75.53	14,171,873,418
Total	4,788	23,186	23,567	4,407	101.64	84.25	17,993,850,733

Source: Court Case Performance Reports for FY2023/24

The total value of claims recovered increased from UGX 16,427,273,756 in FY 2022/23 to UGX 17,993,850,733 in FY2023/24 because of rolling out the SCP to other Magistrates Courts and the effective sensitisation efforts.

7.2.1 Small Claims Procedure Review Meeting

The Small Claims Procedure Registry organised an Annual Performance Review and 3 Quarterly Regional Performance Review Meetings to promote peer review, sharing best practices and learning in the delivery of the SCP. These meetings drew participation from the SCP Implementation Committee, the Judiciary Administration and SCP implementers. The quarterly regional Performance Review Meetings were held at Maya Nature Resort targeting Mpigi CM, Nsangi GI, Buwama GI, Bujuuko GI, Kibibi GI and Kanoni CM courts; at Hunter's Nest Hotel Arua targeting Arua, Nebbi, Koboko and Yumbe Chief Magistrate Courts and Arua City, Paidha, Pakwach and Maracha Magistrate Grade I Courts; and at Kaliro Country Hotel targeting SCP Court of Iganga, Busesa/Makuuto, Kiyunga, Namung'alwe, Kaliro, Busembatia, Namutumba, Mayuge, Kigandalo, Kityerera, Kagoma, Bugembe, Kakira, Baitambogwe and Bugiri.

7.2.2 Court-based coaching sessions

Court-based coaching sessions were held to provide guidance and skills enhancement targeting identified gaps in SCP case and data management processes from a practical perspective, based on the unique challenges faced at each station. The coaching sessions improved efficiency leading to improved SCP implementation and performance. These sessions were conducted in 13

Courts including: Apac CM, Dokolo CM, Amolatar GI, Lira CM, Aduku GI, Otuke GI, Alebtong CM, Bukwo GI, Kapchorwa CM, Katakwi CM, Serere GI, Ngora GI and Bukedea GI.

7.2.3 Rollout of Small Claims Procedure in select courts

The Registry for SCP coordinated the rollout to 15 Magistrate courts across the country to enhance access to justice for the small and medium business owners and to bring services close to the people. These were: Kicheche GI, Kahunge GI, Nkoma Municipal GI, Inshongororo GI, Hakibaale GI, Kasambya GI, Kakindu GI, Kasanda GI, Kyanika GI, Bunagana GI, Rubanda GI, Rwashamaire GI, Ndaija GI, Kyankwanzi GI and Bbaale GI.

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

7.2.4 SCP Support Supervision

The SCP Registry undertook quarterly support supervision aimed at identifying gaps in SCP case management, data management, staffing and awareness of the SCP. It mainly focused on the condition and usage of case registers, staff in charge of SCP, availability of SCP statistics, and the availability and usage of the SCP Court Case Management System, among others. The supervision was conducted in the courts of: Mubende Chief Magistrates Court, Kagadi Grade One Magistrate Court, Kyenjojo Chief Magistrates Court, Karugutu Grade One Magistrate Court, Rwebisengo Grade One Magistrate Court, Bundibugyo Chief Magistrates Court, Kira CM, Nakawa CM, Kajjansi CM and Entebbe CM.



*The Chairperson
SCP Implementation
Committee Hon Justice
Geoffrey Kiryabwire
addressing participants
at the SCP Regional
Review Meeting in Arua
High Court Circuit.*



*Participants at Bukedea
CM Court during the
SCP coaching.*



*The Chairperson Rwashamaire
Town Council Mr. Nahabwe
Gregory handing the instruments
of operation to the Magistrate
Grade One Rwashamaire
Magistrate Court, HW Nassuna
Sharon.*



*HW Muchelule Dismus,
HW Mastula Mulondo and
Communications Officer Mr Deo
Akugizibwe at 88.9 FM Radio
Muhabura Kisoro studio as part of
the rollout at Kyanika GI Court*

7.3 Mediation

The Judiciary promotes mediation to reduce caseload in the justice system. A total of 513 cases out of the 1,274 caseload were mediated to conclusion. At the close of the FY, 761 cases were pending. A breakdown of performance is shown in Table 25 below.

Table 25: Court Performance in Mediation for FY2023/24

Court Performance For Mediation For FY2023/24						
SNO	COURT LEVEL	Mediation Category	Brought Forward	Registered	Completed	Pending
1	Court of Appeal/ Constitutional Court	Civil	170	134	100	204
2	High Courts (Circuits and Division)	Commercial	38	64	25	77
		Civil	152	219	103	268
		Family	11	8	5	14
		Land	93	108	62	139
3	Chief Magistrate Courts	Civil	9	43	37	15
		Family	9	18	23	4
		Land	25	30	42	13
4	Magistrate Grade 1 Courts	Civil	8	15	22	1
		Family	3	23	20	6
		Land	12	82	74	20
Total			530	744	513	761

Source: Court Case Performance Report for FY2023/24



Chief Justice commissions accredited mediators



8.0

STRENGTHENING THE LEGAL AND REGULATORY FRAMEWORK

The Judiciary maintained its efforts toward strengthening its legal and regulatory framework provided under Chapter 8 of the Constitution of Uganda. The focus was on fast-tracking the operationalisation of the AJA, 2020 and reviewing rules and practices to strengthen the independence of the Judiciary; as well as improve access to justice, public confidence and trust in Judiciary services. During the FY2023/24, the following Rules and Instruments were successfully gazetted and became operational:

- a. Judicature (Amendment) Act, 2024. The act increases the number of Justices of Appeal to 35 including the Deputy Chief Justice.
- b. The Administration of the Judiciary (Inspectorate of Courts) Regulations, 2023, S.I. No. 92 of 2023. The Regulations operationalise Part III of the Administration of the Judiciary Act, Cap. 4.
- c. The Administration of the Judiciary (Establishment of Committees) Regulations, 2023, S.I. No. 93 of 2023. The Regulations were aimed at:
 - i) Establishing Committees necessary for the effective Administration of the Judiciary in accordance with section 6 (1) and (2) of the Administration of the Judiciary Act, Cap. 4.
 - ii) Prescribing the composition and procedure of the Committees in accordance with section 6(3) of Cap. 4.
 - iii) Prescribing the functions of the Committees in accordance with sections 6 (1) and 7 (4) of Cap. 4.
- d. The Judicature (Designation of High Court Circuits) Instrument, 2023, S.I.

No. 94 of 2023 which designated 38 High Court Circuits in total.

- e. The Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2024, S.I. No. 11 of 2024 which established Magisterial Areas and designate Magistrates Courts.

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

- a. The Judicature (Electronic Filing, Service and Virtual Proceedings) Rules, 2024. These are rules intended to officially operationalise the use of ECCMIS in the Courts of Judicature and to guide the procedure for filing, service and virtual hearing of cases, among others.
- b. The Judicature (Cases for Persons with Disabilities), Rules, 2024: to ease access to justice by the physically challenged persons, through making courts adaptable to their needs and improvising services such as sign language interpretation, braille service, ramps, lifts, etc.
- c. The Constitution (Guidelines Child Friendly Standards and Procedures) 2024: to strengthen and streamline delivery of justice to children.
- d. The Constitution (operation of mobile courts) Practice Directions. These Rules were awaiting the joint Rules and Law Reform Committee meeting for them to be gazetted.
- e. Enhancement of Pecuniary jurisdiction of Magistrates Court: A

Bill to amend the Magistrates Courts Act to provide for enhancement of jurisdiction of Chief Magistrates and Magistrates Grade One courts in a bid to reduce the workload at the High Court level and in the long run as a tool to fight case backlog.

The draft rules were still awaiting input by the Joint Law Reform and Rules Committee to determine further management. The following legal frameworks were also under review:

- a. The Judicature (Court Fees) Rules, 2024: To revise the fees payable for different Court services and make them more realistic to contemporary justice service demands.
- b. The Judicature (Management of Exhibits) (Practice) Directions, 2024: A comprehensive guide to the Courts, the court staff, the police, the lawyers and the litigants on how to preserve, conserve and safely store and tender exhibits before the courts of law.
- c. The Judicature (Court of Appeal) (Amendment) Rules, 2024: An amendment to the Court Rules to provide for modern case management processes, to review the court fees charged and the lawyers' fees; to make them relevant to the current economic situation

and to harmonize the same with other existing laws on the subject.

- d. The Judicature (Supreme Court) (Amendment) Rules, 2024: An amendment to provide for modern case management processes, to review the court fees charged and the lawyers' fees; to provide for contemporary justice service demands and to harmonize the same with other existing laws on the subject.
- e. The Constitution (Establishment of Environment, Climate Change, Wildlife and Infrastructure Division) (Practice) Direction, 2024: This Instrument will provide for the establishment of a specialised High Court Division adequately equipped to expedite the management and disposal of environmental cases and cases impeding major infrastructural developments in the country.
- f. The Constitution (Establishment of Regional Courts of Appeal) (Practice) Direction, 2024
- g. The Administration of the Judiciary (Judicial Training Institute) Regulations, 2023: These Regulations provided for the establishment and management of the JTI including its operations, faculties and awards.



Joint meeting of the Rules Committee and Law Reform Committee held at Judiciary headquarters





9.0

INSPECTORATE FUNCTION

9.1 Performance of the Inspectorate of Courts

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

- i. Receive and process internal and external complaints against any staff of the Judiciary Service;
- ii. Investigate cases of maladministration of justice or any matter within its mandate;
- iii. Examine and take custody of any judicial and administrative records necessary for its investigations;

- iv. Recommend remedial action as appropriate during inspections;
- v. to correct cases of maladministration in the Judiciary;
- vi. Interface with and sensitise stakeholders and the general public on the administration of justice; and
- vii. Enforce the Judicial Code of Conduct and the Public Service Code of Conduct in the Judiciary.

A total of 300 inspections were conducted countrywide and 922 complaints were registered. 900 complaints were investigated to completion and only 22 were pending investigations as shown in Table 26 below:

Table 26: Inspections and complaints management based on planned output

S/No.	PLANNED OUTPUT	ACTUAL OUTPUT	REASON FOR VARIANCE	COMMENT
1	148 countrywide inspections carried out in all regions of Uganda in accordance with the Inspectorate Checklist.	300 inspections were conducted	More courts than planned were inspected for the FY under review	All reports for inspected Courts compiled and forwarded to responsible officers
2	720 complaints investigated	900 complaints investigated and handled	More complaints were registered	922 complaints registered 900 were investigated and appropriate remedies implemented. Only 22 complaints are pending.
3	Judiciary Disciplinary Committee meetings held	5 Meetings held in FY 2023/2024 during the 4th Quarter	Performance was affected by late constitution of the Committee.	
4	Judiciary Integrity Committee meetings held	No meeting held	Performance was affected because no funds were allocated for activities.	Committee recently constituted
5	Development of Anti-Corruption Strategy	The Strategy is still under development		
6	Court Open Day	Over 100 complaints received and investigated		

The complaints were successfully addressed administratively while others still awaited to be forwarded to the Disciplinary Committee. Some complainants were given legal advice on how to appropriately address their complaints.

The factors for good performance are attributed to:

- i. Deployment of more Registrars to the Inspectorate which addressed the previous challenge of shortage of staff.
- ii. The specialised training in investigative skills which the Inspectors received.
- iii. Stakeholder/public engagements especially during Court Open Days and trainings facilitated by external resource persons as well as internal through regular meetings of Inspectors with the Chief Inspector of Courts, Chief Registrar and the meetings of Inspectorate staff.

9.2 Inspections and complaints handled by the Hon. The Chief Justice

The Hon. The Chief Justice conducted supervisory visits to Kitgum, Lamwo and Gulu from 23rd to 25th September 2023 and a supervisory visit to Kitgum on 14th June 2024.

The Chief Justice handled a total of 117 complaints mainly on case delays (delayed hearings, undue adjournments and delayed judgments), the need to re-allocate or transfer files due to perceived bias or mismanagement of case files, frustration of the execution process, threatened evictions, denial of justice through underhand means such as forgery, connivance, use of politically placed mafias, misconduct of police,

State Attorneys and Court Staff, etc

9.3 Inspections and complaints handled by the Hon. The Principal Judge

The PJ conducted regular and adhoc inspections during which he mainly performed tasks of supervision over regularity and legality of the performance of judicial functions in the High Court and subordinate courts. He also assessed the working conditions in the courts to identify performance bottlenecks that impede effective delivery of justice.

The Hon. the Principal Judge inspected a total of seven High Court Circuits and 12 Magistrate Courts. They include: Kitgum High Court Circuit, Kiboga High Court Circuit, Bushenyi High Court Circuit, Kabale High Court Circuit, Mubende High Court Circuit, Mbale High Court Circuit and Masindi High Court Circuit. Bunagana Magistrate Grade 1 Court, Kyanika Magistrate Grade One Court, Isingiro Chief Magistrate's Court, Nakasongola Chief Magistrate's Court, Kiryandongo Chief Magistrate's Court and Kigumba Magistrate Grade One Court, Bunyaruguru Magistrate Grade 1 Court, Kasese Chief Magistrate's Court, Mityana Chief Magistrate's Court, Bushenyi Chief Magistrate's Court, Nakasongola Chief Magistrate's Court and Sironko Chief Magistrate's Court.

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

- i. A significant number of court physical structures were still below standard in terms of space,

condition and accessibility

- ii. The staffing gap for both judicial, administrative and support staff was big
- iii. The ICT infrastructure and support systems especially in the upcountry courts faced so many challenges in terms of internet connection and availability of ICT equipment.
- iv. Transport was still an area that required urgent attention for efficient and effective service delivery especially in the upcountry stations.
- v. Corruption tendencies were a serious vice especially among support staff in the courts.

Furthermore, a total of 1,242 complaints were received and acted upon by the Hon. Principal Judge. The majority of the complaints received were related to the delayed hearing of cases, delayed delivery of judgments and rulings, allegations of bias, failure to provide records of proceedings and judgment, allegations of corruption, missing court files and overstay in courts.

In view of the above, the PJ made recommendations on strategies to address the concerns, which included:

- i. Adoption of an open-door policy by judicial officers for transparency;
- ii. Establishment of functional customer care desks at courts to curb corruption;
- iii. Increase in staffing levels to reduce or eliminate backlog; and
- iv. Continuous relevant training on court case management.

9.4 Inspections and complaints handled by the Chief Registrar

The Chief Registrar conducted supervisory visits in 35 courts during the financial year. Field visits were conducted in the High Court Circuits of Kitgum, Kiboga, Bushenyi and Jinja; in the Chief Magistrates Courts of Kitgum, Iganga, Bugiri, Bushenyi, Kiboga, Nsangi, Makindye, Oyam, Apac, Lira, Luweero, Nakasongola, Jinja and Busia; in the Grade One Magistrates Courts of Maracha, Rubirizi, Kyegegwa, Namutumba, Namungalwe, Busembatia, Namayingo, Kaliro, Busunju, Lukaya, Lyantonde, Kyazanga, Kole/ Aboke, Aduku, Otuke, Apala and Nakaseke.

During the visits the Chief Registrar gave guidance to Registrars and Magistrates on case management and general administration to streamline operations of courts and ensure improved service delivery to the people of Uganda. The staff were also guided on how to re-organise their registries, exhibit stores and archives to ensure timely service delivery. As a result, the ambience of many courts and the order in court archives and exhibit stores has improved significantly.

A total of 177 complaints were registered with the Office of the Chief Registrar over conduct of Judicial Officers and impropriety at Courts in FY 2023/24. This is a reduction from the 190 complaints received in FY 2022/23, and could be attributed to enhanced sensitisation on the function of the Inspectorate of Courts and an improvement in the quality of Judiciary services.



The Chief Registrar(left) and Under Secretary (centre) testing Customer Care Experience at the Makindye Chief Magistrates Court

In addition, preventive approaches to complaints have been encouraged resulting in the re-vamping of peer committees for Registrars and Magistrates of various ranks and the use of a standard inspection tool for all courts as a measure for quality assurance. Emphasis has been put on the timely handling of complaints and the responsiveness of the Chamber of the Chief Registrar in administrative interventions, while also encouraging parties to pursue legal remedies where they exist.

9.5 Judiciary Disciplinary Committee

The internal Disciplinary Committee ensures that discipline is instilled among staff, in order to have a productive and

professional work environment which is crucial for the realisation of the Judiciary's core objectives. It provides a fair hearing to suspected culpable staff and makes recommendations to the Judicial Service Commission, a body responsible for imposing sanctions on staff of the Judiciary Service.

The Judiciary Disciplinary Committee handled 67 cases (16 females and 51 males), with a focus on reinforcing staff performance and adherence to the code of conduct. Of these, 34 cases were concluded, while others were at various stages of resolution. The handling of these cases demonstrated the Judiciary's commitment to maintaining high standards of professionalism and accountability.



67
CASES HANDLED



34
CASES
CONCLUDED



10.0

ACCESS TO REFERENCE MATERIALS

10.1 Equipping and retooling of Court libraries

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

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

The following legal reference materials were procured for courts:

- i. 01 Set of Laws of Uganda (Red) and 01 Set of Laws of Uganda (Blue) for Nyarushanje Magistrates Court.
- ii. Procured 01 Set of Revised Laws of Uganda 2001-2020 (Principal Laws/ Red-20 volumes) for Nyarushanje Magistrates Court.
- iii. Procured 1 set of Revised Laws of Uganda Principal Laws/ Blue 25 volumes) for Nyarushanje Magistrates Court.
- iv. Legal reference materials for Kabale High Court Circuit pending procurement.
- v. Legal reference materials for Mbale High Court Circuit

- vi. Subscription, sorting, and distribution of Uganda Gazettes to all High Court Circuits and magistrate courts.

Inspection of Libraries in High Court Circuits of; Mpigi, Luwero, Moroto, Tororo, Arua, Mbale, Jinja, Iganga, Gulu, Masaka, Kabale, Kasese, Soroti, Hoima, Iganga, and Masindi were conducted.

10.2 Uganda Legal Information Institute (ULII)

The Uganda Legal Information Institute (ULII), is the Judiciary's fully-fledged Law Reporting and Documentation Department that manages law reporting on Uganda case law, legislation, gazettes, statutory instruments, ordinances, and bills. ULII which is a family member of the African LII (Africa Legal Information Institute) is hosted at the JTI. During the FY2023/24, ULII made remarkable strides in enhancing its legal information database and user experience, as outlined below:

- i. ULII hosted Ms. Maria Badeva Bright the Director of Africa Legal Information Institute.
- ii. ULII expanded its database by uploading 6,871 judgments and rulings, increasing the total number of decisions by approximately 38.35%, from 17,918 over the past 20 years.
- iii. 245 pieces of legislation were added, ensuring access to missing and newly enacted statutes.
- iv. Integration of the Parliamentary Hansard, including records linked to relevant court decisions, laws, and constitutional petitions, allowing users to trace the legislative history of legal provisions.

- v. ULII introduced robust cross-referencing tools and hyperlinked citations to improve research efficiency and usability. Approximately 200,000 monthly users, with about 300 users per second, were benefitting from an enhanced user interface, an intuitive search function, and a mobile-friendly design.
- vi. ULII flags off appeals, indicating whether they were upheld, overturned, or if any other orders were issued.
- vii. Collaborations with legal institutions were strengthened and training sessions conducted to promote legal literacy.

Advanced security measures implemented to ensure data integrity and reliability while improving user accessibility.

10.3 Resources for online legal research

A total of 684 licenses were procured from LEXISNEXIS and allocated to judicial officers to enable them access the LEXISNEXIS online databases for legal research.



11.0

EQUITABLE ACCESS TO JUDICIARY SERVICES





H.E the President Yoweri Kaguta Museveni commissioned the newly built Supreme Court and Court of Appeal buildings

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

11.1 Physical access to Judiciary services

11.1.1 Commissioning of Appellate Courts

The construction of the Supreme Court and Court of Appeal buildings was completed in FY2023/24. H.E President Yoweri Kaguta Museveni commissioned the Appellate Court buildings on 18th April 2024, which are now home to the

Supreme Court and Court of Appeal that have hitherto operated in rented premises since inception.

11.1.2 Acquisition of land and processing of land titles

The Judiciary processed and acquired 14 land titles for Rukungiri High Court, Moyo CM, Nakapiripirit G1, Kotido CM, Karenga G1, Katakwi G1, Moroto CM, Bukedea CM, Mbale COA, Rakai CM, Rubanda G1, Mpigi CM, Nakasongola-JTI, and Sheema CM. The process to acquire other land titles in places earmarked for construction was still ongoing.

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

- i. Bbaale Grade 1 Magistrate court: Inspection of the 2 acres of land offered for construction of court was done.
- ii. Katine Sub-county in Soroti district: Inspection of the 8 acres of land offered for the construction of a Regional Court of Appeal, Chief Magistrate Court, and Magistrate Grade 1 Court in Katine Sub-county, Soroti District was done.
- iii. Kaberamaido: Inspection of the 4 acres of land offered for establishment of a High Court circuit in Kaberamaido was done.

11.1.3 Construction of Courts

With support from GoU, the Judiciary was able to construct and maintain some of its buildings. With the GoU funding the Judiciary made significant progress in FY2023/24 as follows:

- i. Adjumani Justice Centre in Adjumani Town was at finishing stage with up to 90% completion. The scope included: Extension of Court hall, Staff house and police station buildings.
- ii. Lyantonde Chief Magistrate's Court was at finishing stage with up to 70% completion. The scope included: Construction of Court halls, Administration Block, Holding Cells, Parking and Sanitary facilities.
- iii. Budaka Chief Magistrate's Court was at final touches with up to 95% completion. The scope included: Construction of Court halls, Administration Block, Holding Cells, Parking, Sanitary facilities and Renovation of both the Existing Building and Magistrates residence.
- iv. Tororo High Court was at First floor

slab shuttering stage with up to 30% progress. The scope included: Construction of main High Court building, Court halls, Gate house, parking, fencing and sanitary facilities.

- v. Alebtong Chief Magistrates Court was at finishing stage with up to 60% completion. The scope included: Construction of Court halls, Administration Block, holding cells, parking and sanitary facilities.
- vi. Namayingo Justice Centre was completed and was under defects liability period.
- vii. Nwoya Justice Centre was completed and was under defects liability period.
- viii. Buyende Justice Centre completed the defects liability period and accrued defects were corrected.
- ix. Karenga Magistrate's Court was at finishing stage with up to 90% completion. The scope included: Construction of Court halls, Administration Block, holding cells, parking and sanitary facilities.
- x. Abim Magistrates Court was at roofing stage with up to 40% completion. The scope included: Construction of Court halls, Administration Block, holding cells, parking and sanitary facilities.
- xi. Soroti High Court was at plastering stage with up to 60% completion. The scope included: Construction of main High Court building, Court halls, Gate house, parking, fencing and sanitary facilities.
- xii. Rukungiri High Court was at external works stage with up to 85% completion. The scope included: Construction of main High Court

building, Court halls, Gate house, parking, fencing and sanitary facilities.

- xiii. Payment of contractual obligations for construction of Mukono HC, 11 Justice Centres (Rubirizi, Maracha, Nakaseke) and three CMs (Kamwenge, Butambala and Mayuge) formerly funded under JLOS was completed. The payment for Sembabule, Buhweju, Kole, Nwoya, Sheema, Kibaale, Namayingo, Buyende Justice Centres was still pending.

11.1.4 Renovation and maintenance of court premises.

The Judiciary adopted the approach of systematic renovations and repairs, which was successful and appreciated by the users. Renovations were carried out in the following courts:

- i. Mbale High Court and Chief Magistrate's Court where extra works were ongoing at 90% completion.
- ii. Kapchorwa Chief Magistrates Court where works were at 85% completion.
- iii. Ngora Chief Magistrates Court was at 40% completion.
- iv. Entebbe Chief Magistrates Court was at 98% completion.
- v. Pallisa Chief Magistrates Court was completed.
- vi. Hoima CM Court emergency repairs following a fire that gutted the Archives and on the roof after a tree fell on it.
- vii. Kumi Chief Magistrate's Court was completed.
- viii. Nabweru Chief Magistrate's Court was at 85% completion stage.
- ix. Chief Magistrate's Residence in Kiboga was at 99% completion and the project was handed over to the Resident Judge.
- x. There was a pending procurement of fencing for the land at the courts of Nebbi High Court, Arua Court of Appeal, Mubende High Court, Nabweru Chief Magistrates Court, JTI in Nakasongola and Mpigi CM Court.





Rukungiri High Court building under construction





Soroti High Court building under construction

11.1.5 Inspection of rental premises

- i. Kagadi and Kakumiro
- ii. Kangulumira: Valuation report was completed and submitted.
- iii. Buikwe: A suitable premise was identified and inspected, and the court moved in.
- iv. Bbaale Magistrate Grade 1 Court: The Magistrate was advised to identify other suitable premises.
- v. Wabusaana Magistrates Court: A valuation report was submitted.
- vi. Njeru Court: Inspection of the additional rooms was carried out and a report was submitted.
- vii. Wobulenzi Court: A valuation report was submitted.

viii. Lukaya Court: A valuation report was submitted.

ix. Lugazi Court: A valuation report was submitted.

x. Buvuma, Kakiri and Nansana Courts requested for re-evaluation of the rented court premises.

11.1.6 Breastfeeding and children's play rooms

The Judiciary established 5 breastfeeding and children's playrooms at Supreme Court, Court of Appeal, Kamwenge CM, Kisoro CM, and Butambala CM. The child care centres have baby care rooms where breastfeeding, expressing of milk, changing diapers, and putting babies to rest takes place as well as children's waiting rooms where children play and get entertained with educational materials.

11.1.7 Courts and offices equipped with adequate furniture

Furniture was procured for two Judges at the Land Division, one Judge at Bushenyi HCT, one Judge at Kiboga HCT, two Judges at Civil Division, two Judges at the International Crimes Division, one Judge at Hoima HCT, one Judge at Mbale HCT, one Judge at Mpigi HCT and one Judge at Mukono HCT.

In addition, furniture was procured for the International Crimes Division, Kigumba, Kyangwali, Nakasongola, Masindi, Kiryandongo, Mukono, Kayunga, Luwe-

ro, Kiboga, Mbirizi, Kira, Kyotera, Kyankwanzi, Nyimbwa, Kanoni and Goma.

However, furniture for the courts at: Arua, Nebbi, Warr, Zeu, Lamwo, Kalongo, Atiak, Atanga, Amuru, Napak, Ngoma, Semuto, Buikwe, Bujuuko, Kacheera, Kakindu, Mpigi, Kyanamukaka, Masaka, Lyantonde, Lwamagwa, Sembabule was still under procurement.

The general state of furniture in the Judiciary ranges between usable and unusable (old and broken) across the courts in the country.



Breastfeeding and children's playroom at Supreme Court

11.1.8 Alternative sources of power installed at courts

Solar systems were procured and installed in 6 courts of Kiruhura, Mpigi, Butambala, Pader, Wakiso and Mayuge. Solar systems for Patongo, Budaka, Nabilatuk, Kiryandongo, Karenga and Napak were pending procurement.

11.1.9 Water harvesting tanks

The Judiciary undertook the replacement of a 5,000 litre water tank at Pader Chief Magistrate Court. Two water tanks of 5,000 litres with their respective stands were installed at Serere Chief Magistrate Court. A water reservoir for Arua High Court was pending procurement.

11.1.10 Signposts/signage, waiting areas and containers installed at courts

Other activities that were undertaken to improve physical access to Judiciary Services included:

- i. Installation of a waiting shed at Arua City Court, and installation of a tarpaulin on the waiting shed at Hoima CM Court. Sheds at Kayunga and Nakifuma courts were pending procurement.
- ii. Installation of signposts at the courts of: Kitgum High Court, Pallisa, Tororo, Mbale, Baitambogwe, Kapchorwa, Hoima, Kyangwali, Nakasongola, Kaberamaido, Nakapiripirit, Amudat, Serere, Kajjansi, Wakiso, Buwama, Kanoni, Bukomansimbi, Nakaseke, Buvuma, Kira, Kyankwanzi, Kakindu, Sembabule, Kacheera, Ntuusi, Mateete, Lwemiyaga and Nyimbwa.
- iii. Procurement of containers for

the Courts of: Mpigi, Kajjansi and Wakiso. For courts at Njeru and Kayunga it was pending procurement.

11.2 Functional access to Judiciary services and proximity to courts

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

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

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

The process of re-gazetting Magisterial Areas commenced in October 2021 with the intent to re-organise Magisterial Areas and Magistrates Courts as designated in the Magistrate Courts (Magisterial Areas) Instrument, 2017 in order to properly realign them with the prevailing circumstances at the respective district, city and county/constituency levels.

Following the approval of the draft Instrument by the Judiciary Council, **The Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2024** (Under sections 2 and 3 of the Magistrates Court Act, Cap. 19) was gazetted on the 23rd February 2024 and it revokes The Magistrates Courts (Magisterial Areas) Instrument S.I. 11 of 2017.

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

For effective operation and delivery of justice to the people of Uganda, the Judiciary embarked on an exercise to increase coverage and proximity of High Court Circuits across the country. Phased consultations were concluded in June 2023 and a draft instrument prepared for review by a taskforce that was to meet in August 2023.

The Judicature (Designation of High Court Circuits) Instrument, 2023 (Under section 19 of the Judicature Act, Cap. 16), was made on 17th November, 2023 and it revoked The Judicature (Designation of High Court Circuits) Instrument, 2016, No. 55 of 2016. It was meant for designating High Court Circuits for the trial of civil and criminal cases and for the disposal of other legal business.

c) Enhancing the pecuniary jurisdiction of Magistrates

In 2021, the Judiciary constituted a Sub-committee to conduct a study on proposals for enhancement of the jurisdiction for Magistrates Courts to further justify the need for the revision. The team reviewed the Magistrates Court Act Cap 16, in light of the reasons for enhancement of the jurisdiction in that period. It also undertook a nationwide statistical analysis of cases before all the High Court Circuits and Magistrates Courts to establish the impact of the amendment on the number of cases that would move from the High Courts to the Magistrates Courts. The findings were presented to the Law Reform Committee and adopted. A proposal to increase the Pecuniary Jurisdiction

of Chief Magistrates to UGX 200 million and that of Magistrates Grade 1 to UGX 100 million was prepared in June 2023 and submitted to the Chief Justice for onward submission to the Attorney General to proceed with the amendment of the Magistrates Court Act.

The Cabinet Memorandum was being prepared in the Attorney General's Chambers (Ministry of Justice and Constitutional Affairs) for submission to Cabinet for consideration and approval.

11.2.2 Management of bailiffs

Bailiffs are managed through the Bailiffs Licensing and Disciplinary Committee which is charged with scrutinising applications for licenses and renewal of licenses of court bailiffs and ensuring compliance with licensing requirements; inspection of office premises, stores and other facilities required of court bailiffs before the licensing or renewal of licenses; and handling complaints against bailiffs.

In the FY 2023/24, the Committee held 12 sittings. A total 401 bailiffs were licensed and 461 premises of bailiffs across the country inspected. The Committee handled and completed 67 complaints out of the 94 total complaints (59 freshly registered and 35 brought forward). The 27 are still pending. The disposals included 6 withdrawals, 17 dismissals for lack of merit/want of prosecution, 7 cautions, 5 consents, 15 suspensions and 17 orders for refund against bailiffs. The operationalisation of the Court Bailiffs Licensing and Disciplinary Committee contributed to improvement in the disposal rate of complaints. Table 27 below shows the management of complaints against Bailiffs.

Table 27: Comparison of management of complaints against Bailiffs between FY2022/23 and FY2023/24

SN	COMPLAINTS	FY 2022/2023	FY 2023/24
1	Total registered	83	59
2	Total completed	71	67
Total pending		35	27

Source: Office of the Chief Registrar

11.2.3 Enrolment and Licensing of Advocates

All Advocates accredited are forwarded to the Judiciary by the Law Council for enrolment. In the FY 2023/24, a total of 835 advocates (421 female and 414 male) were enrolled while 4,744 were licensed. The number of advocates enrolled increased from 633 in the FY 2022/23 to 835 in the FY 2023/24.

Table 28: Numbers of Advocates enrolled per quarter during the FY 2023/2024

S/No	QUARTER	MALE	FEMALE	TOTAL
1	Q1, FY 2023/24	88	66	154
2	Q2, FY 2023/24	190	190	380
3	Q3, FY 2023/24	53	77	130
4	Q4, FY 2023/24	83	88	171
TOTAL		414	421	835

Source: Office of the Chief Registrar

Table 29: Comparison of total number of male and female advocates enrolled in the FY 2022/2023 against those enrolled in FY 2023/2024

S/N	SEX	NUMBER ENROLLED	
		FY 2022/2023	FY 2023/24
1	Male	373	414
2	Female	260	421
Total		633	835

Source: Office of the Chief Registrar



The Chief
Registrar HW
Sarah Langa
Siu enrolls new
Advocates



12.0

USE OF ICT IN THE ADMINISTRATION OF JUSTICE



The introduction of ICT caused a revolution in the administration of justice as it was key in significantly improving productivity and efficiency through the adoption of the electronic case filing and management systems; transcribing equipment to record court proceedings; the use of a Digital Evidence Presentation System, among others.

The Judiciary continued to develop and implement appropriate policies, plans, programmes, strategies and guidelines for the effective use of ICT to support the implementation of the mandate. For improved productivity and efficiency, the Judiciary continued to engage ICT in court processes through automation of courts. Courts were automated through deployment and use of the Electronic Court Case Management Information System, subscription to E-libraries, use of ICT equipment including the Video conferencing equipment and, Digital Court Recording and Transcription equipment. In the reporting period, the Judiciary undertook the following activities to ensure continuous automation of courts:

12.1 Electronic Court Case Management Information System (ECCMIS)

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

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

court staff to access and take respective action on a case file simultaneously and anywhere.

In the FY 2023/24, there was continuous implementation of ECCMIS in 8 courts namely: The Supreme Court, Court of Appeal, 4 High Court Divisions (Land, Civil, Commercial and Anti-Corruption), Luwero High Court; and Mengo Chief Magistrates Court. User training for rollout of ECCMIS was conducted for additional 18 Court Stations of: Criminal Division, Family Division, International Crimes Division, Jinja High Court, Buganda Road CM Court, Standards, Utilities & Wildlife CM Court, Makindye CM Court, Nakawa CM Court, Luweero CM Court, Jinja CM Court, Entebbe CM Court, Nabweru CM Court, Kira, Natete/Rubaga G1 Court, Bugembe G1 Court, Kakira G1 Court, Kagoma G1 Court and LDC G1 Court.

ECCMIS digital kiosks were operationalised to support litigants in e-filing at the 8 Courts. ECCMIS service desk/call centre was fully operational and accessed through toll Free 0800225587 or email: eccmis@judiciary.go.ug

b) ECCMIS Change Management Sessions

The Judiciary conducted 9 ECCMIS Change Management Sessions with newly recruited Judges of the High Court, newly transferred Registrars at Commercial Division, State Attorneys and Defence Lawyers, Justices of Peace, legal staff at IGG, newly recruited Assistant Registrars and Magistrates, Researchers, staff of Accounts and Audit, participants of National Court Open Day and the National Public Service day. The Sessions were conducted to sensitise the key stakeholders on the

use and importance of ECCMIS in Court case management. This was envisaged to enhance stakeholder knowledge of court processes hence improvement in administration of Justice.

c) ECCMIS training for stakeholders

A total of 9 training sessions on ECCMIS were conducted targeting 63 Judicial Officers, 21 Accounts and Audit Staff, 78 Advocates and Lawyers, and 13 Systems Administrators.

12.2 The designing, development and implementation of the Judgment Writing Tool

The inception phase for the designing and development of the Judgement Writing Tool was concluded with collection of systems requirements. Thereafter, the Judiciary embarked on the development of the draft Templates and the Technological Build of the Tool. It was intended to ease access to the different legal reference materials and authorities required for drafting judgements as well as provide a standard template for judgement writing. This would improve efficiency and effectiveness in reduction of case backlog by expediting the process of writing the judgments/rulings and also make the judgments readily available to parties in a specific matter. Ultimately, it would contribute to transparency, reduction in corruption tendencies and improvement in the Judiciary image.

12.3 Rollout of the Video Conferencing System

The Judiciary continued to operationalise the Video Conferencing System for remote online adjudication of cases

drawing from the COVID-19 lessons. In the period under review, the system was rolled out to 20 Court Stations, namely: Supreme Court, Court of Appeal/Constitutional Court, Commercial Division, Criminal Division, Family Division, Civil Division, Land Division, Mubende HCT, Gulu HCT, Mbale HCT, Masaka HCT, Mbarara HCT, Masindi HCT, Arua HCT, Soroti HCT, Lira HCT, Fort Portal HCT, Kabale HCT, Jinja HCT and Buganda Road Chief Magistrate Court. The system when utilised enhances the capacity to handle cases online hence reducing case backlog.

12.4 Acquisition and installation of Digital Court Recording and Transcription Equipment

As part of the key priorities of automating the business processes, the Judiciary continued to install and maintain Court Recording and Transcription Systems. By close of the financial year, 41 Courts had functional Recording and Transcription Systems adding up to 83 sets in total.

12.5 Installation of the Web-Based Court Case Administration System (CCAS)

CCAS was installed in 10 Court Stations of Bugiri, Buliisa, Bundibugyo, Patongo, Kiruhura, Isingiro, Kamwenge, Kalangala, Kamuli and Kanungu. Cumulatively, CCAS was operational in 101 courts across the country. As a result, data management and reporting were more streamlined in those courts hence the need to scale up the roll out of CCAS to other courts upcountry, especially magistrate courts.

12.6 Installation of internet to court stations

In the FY 2023/24, internet service providers (UTL and MTN) were procured and provided internet to the Court of Appeal, Mukono High Court, LDC, Family Division, 14 Chief Magistrates Courts of Kabale, Nabweru, Yumbe, Kisoro, Iganga, Rukungiri, Kiboga, Kayunga, Ssembabule, Apac, Lugazi, Sironko, Kotido and Kamuli, 6 Magistrates Grade One Courts of Kasangati, Kakira, Bugembe, Nsangi, Kagoma, and Mayuge, as well as the residences of the Hon. The CJ, the Hon. The PJ, PS/SJ, CR and US.

In addition, Mobile Internet was procured for 12 Justices of the Supreme Court, 16 Justices of the Court of Appeal, 7 Members of the Contracts Committee, 65 Judicial Officers/ECCMIS users, 19 for ECCMIS Phase 1 Court Stations and 1 for the ICT Department. The mobile internet largely enabled the different officers access internet and work from wherever they were thereby improving productivity.

The Judiciary Local/Wide Area Network (LAN/WAN) infrastructure was expanded to 10 CM Court stations of Isingiro, Kamwenge, Kalangala, Kamuli, Kanungu Bugiri, Buliisa, Bundibugyo, Patongo and Kiruhura. This eased and expedited

execution of the Judiciary core business of adjudication using IT-based systems of ECCMIS, LEXIS NEXIS, ULII, Judiciary mail service and web-based CCAS both of which require internet to operate.

12.7 Procurement and Installation of computers and accessories

In the reporting period, the Judiciary procured and deployed 164 desktop computers and 115 laptop computers to the different court stations and Judiciary staff to ease document processing.

12.8 Maintenance of the Judiciary ICT system and services

During the reporting period, 3000 ICT equipment and LAN/WAN were serviced, repaired and maintained including computers, printers and photocopiers to ensure that they were maintained in a serviceable condition, in line with its proactive approach to leverage technology for enhancing court operations and providing improved services to the public. The Judiciary was able to enhance the seamless operation and efficiency of its technological infrastructure.

A group of judges in black and red robes walking in a procession outside a building. The judges are wearing black robes with gold embroidery and red robes with gold embroidery. They are walking on a paved surface in front of a building with large columns.

13.0

THE JUDICIARY WORKFORCE AND INSTITUTIONAL CAPACITY



H.E the President, Yoweri Kaguta Museveni with the newly appointed Justices of the Supreme Court and Court of Appeal

13.1 Human resource capacity

Human resource is a critical ingredient for the success and sustainability of any organisation. Thus, it plays a major role in the achievement of the Vision, Mission and Mandate of the Judiciary. This is made possible if the performance, welfare as well as operations of the staff are managed, monitored and evaluated right from entry to exit. In this regard, the Judiciary is committed to attracting, developing, motivating and sustaining inspired staff who are committed to excellence in the delivery of justice as envisioned in the Judiciary Vision.

13.1.1 Recruitment

The Judiciary received a total of 288 personnel (125 male and 163 female) into its Service, including new staff and those appointed on promotion to bridge the staffing gaps and improve service delivery.

In FY2023/24, the Supreme Court got

two new Justices from the Court of Appeal: Hon. Lady Justice Catherine Bamugemereire and Hon. Lady Justice Monica Mugenyi. The Court of Appeal/Constitutional Court got three Justices namely: Hon. Justice Margaret Tibulya, Hon. Justice Kazibwe Moses Kawumi and Hon. Justice Dr. Asa Mugenyi.

13.1.2 Swearing in of Newly Appointed Judicial Officers

The swearing-in of 11 Judges of the High Court took place on 18th August, 2023; 1 Registrar, 5 Assistant Registrars and 85 Magistrates Grade I on 10th August, 2023; 5 Deputy Registrars, 1 Assistant Registrar and 2 Magistrates Grade I on 2nd October, 2023; 1 Chief Magistrate and 4 Magistrates Grade I on 16th January, 2024 and 2 Justices of the Supreme Court and 3 Justices of the Court of Appeal on 9th May, 2024. Table 30 below shows the number and categories of Judicial Officers across the ranks who were sworn-in during FY2023/24.

Table 30: Numbers and Categories of Judicial Officers sworn-in during FY2023/24

S/N	RANK	MALE	FEMALE	NUMBER
	Justices of the Supreme Court	0	2	2
	Justice of the Court of Appeal	2	1	3
	Ag. Judges of the High Court	5	6	11
	Ag. Registrar	0	1	1
	Ag. Deputy Registrars	2	4	6
	Ag. Assistant Registrars	1	5	6
	Ag. Chief Magistrates	0	1	1
	Ag. Magistrates Grade One	47	44	91
	TOTAL			121

13.1.3 Performance Management

The Judiciary operationalised the Performance Management and Awards Committee in Quarter 4 of FY2023/24 to, among other functions, provide strategic direction on the implementation of the Performance Enhancement Tool (PET); monitor and evaluate the implementation of the PET and make the necessary recommendations to the Chief Justice; and to provide input to the planning and budgeting process for the implementation of the PET in order to enhance performance of the Judiciary.

The Performance Management and Awards Committee inherited the Performance Enhancement Committee that had steered the development of the PET, the Weighted Caseload Scheme for the Judiciary of Uganda, the Change Management Plan for the PET among many others.

In the period under review, the Performance Management Committee conducted a hands-on training session

for 30 committee members and members of its Technical and Change Management Sub-Committees. This training also involved the testing of the functionality of the PET. Another hands-on training was conducted for Cohort 1 comprising 40 Judges, Registrars and Magistrates of High Court Divisions of Commercial, Civil, Land and Anti-corruption; and the Mengo Chief Magistrates Court that had been earmarked as the PET Pilot Courts.

13.1.4 Training and capacity building

Section 19 (2) and (3) of the AJA, Cap. 4 mandates the Judicial Training Institute (JTI) to provide specialised and continuous education to the Judiciary Service and training to any other person or institution approved by the Director of the Institute.

The Judiciary conducted training to equip staff with knowledge and improved skills; prepare them for higher responsibilities; to navigate the digital transformation and meet compliance standards, as shown in Table 31 below.

Table 31: Trainings conducted in the Judiciary in FY2023/24

S/N	ACTUAL OUTPUT	NUMBER OF PARTICIPANTS	VENUE AND DATE	PARTNERS/CONTENT
1	Induction of Ag. Magistrates Grade 1	88	29 th October- 10 th November 2023 at Colline Hotel Mukono.	
2	Induction of Ag. Judges of the High Court	10	November 12 to 24 at Imperial Golf View Hotel- Entebbe.	
3	Training on Cyber-crime in Uganda	35 attendees (Deputy Registrars, Asst. Registrar's, Chief Magistrates, and Magistrate's Grade 1 from western Uganda)	20 th – 21 st of June 2024 at Hotel Triangle-Mbarara City.	i. Laws and legal framework on cybercrimes in Uganda, their nature, and current trends. ii. The collection, preservation, and analysis of electronic evidence in both civil and criminal cases. iii. Admissibility and relevancy of electronic evidence in adjudication. iv. The role of the various actors like UPF, UCC, and other regulators in combatting and assisting the Justice system in cybercrime-related cases.
4	Learning/ Benchmarking visits by the Zambian Judiciary Delegations led by Hon. Justice Roydah Mwanakulya Kaoma- A Justice of the Supreme Court of Zambia		18 th – 21 st February 2024	Discussions on several areas that could help the respective Judiciaries; e.g. i. Timely reporting of case decisions; ii. Adoption of anonymisation in sensitive cases; iii. Research and publication for development; iv. Interfacing the online court management systems with the case reporting platforms to extract and publish the documents under the open-source platforms automatically; v. Undertaking review of the Civil procedure rules to shorten the case life cycle; vi. The application of the settlement weeks, where courts encourage and call out parties interested in ADR and court-annexed mediations; vii. Documenting process and encouraging the application of appellant mediation; viii. Staff welfare and improving the terms of service as a promoter for good output.

S/N	ACTUAL OUTPUT	NUMBER OF PARTICIPANTS	VENUE AND DATE	PARTNERS/CONTENT
5	Learning/ Benchmarking visits by the Kenyan Judiciary Delegations led by Hon. Justice Eric Kennedy Okumu Ogola, the Principal Judge of Kenya		10 th to 15 th June-2024	
6	Training of Judicial Officers on Child Psychology & Development	40 participants (Chief Magistrates and magistrates)	17 th – 18 th August 2023, Sheraton Hotel, Kampala in partnership with the Children at Risk Action Network (CRANE)	Child psychology, children justice needs, the role of different actors in children justice, enforcement of court orders in cases involving children, Juvenile justice for children who have come into conflict with the law and other matters relative to children as victims of civil and criminal wrongs
7	UCC Stakeholder Engagement with Justices of the Court of Appeal/ Constitution Court		24 th – 25 th August, 2023, Serena Hotel, Kigo	Partnership with the Uganda Communications Commission (UCC) state of ICT, Communication and the Digital economy in Uganda as supported by the communications sector, Cybercrime, Electronic offences and the strategic directions Uganda was taking in consolidating its gains in the ICT and e Governance direction to meet NDP III and Vision 2030
8	Training on Human Rights		6 th September, 2023, at Mestil Hotel and Residences, Kampala	Partnership with the Commonwealth Secretariat
9	Africa Regional Dialogue on Adjudicating Transnational Organised Crime and Illicit Financial Flows	3 Judges	3 rd – 5 th October 2023 at Sarova White Sands Hotel, Mombasa Kenya	Kenya Judicial Academy and its Partners
10	Training of Magistrates in Examination Malpractice Offences		10 th October, 2023, Sheraton Hotel –Kampala	Reviewing the practicals of the newly enacted UNEB Act

S/N	ACTUAL OUTPUT	NUMBER OF PARTICIPANTS	VENUE AND DATE	PARTNERS/CONTENT
11	Training of Judges & Registrars on Child Psychology & Development	35 participants (Deputy Registrar's, Chief Magistrates and Magistrate's Grade ones)	12th – 13th October, 2023, at Mestil Hotel	Juvenile Justice and adjudication of cases involving children at risk
12	UCC - Utilities & Standards Court	15 Participants (Chief Magistrate's Magistrates Grade 1).	25th – 26th April, 2024 at M/s Admas Hotel, Entebbe,	
13	The 6th Judicial Training in Climate Justice	30 Participants (Deputy Registrars, Chief Magistrate and Magistrate's Grade 1)	20th May, 2024 at Mbale Resort Hotel	Green Watch Mbale
14	Financial Intelligence Authority - Money Laundering	35 Judges Participated (Judges of Commercial Court, Divisions and Circuits)	28th – 29th May, 2024 at Serena Kigo Hotel	

The Administrative staff were involved in various training and capacity development activities to enhance their efficiency and effectiveness delivery of services, as indicated in the Table 32 below.

Table 32: Training for Judiciary administrative staff in FY 2023/2024

S/No.	Training Activity	Objectives/content	Number of staff		
			Male	Female	Total
1.	Refresher training of Process Servers and Office Attendants	i. The rights and obligations of public service employees ii. The legal framework of the terms and conditions of service iii. The key provisions in the terms and conditions of service			
2.	Induction of newly recruited Judiciary staff	To equip the staff with knowledge and skills to enable them carry out their roles diligently and to familiarise them with the vision and mission statement of the Judiciary	39	58	97
3.	Training of 50 staff on pre-retirement	To provide staff with strategies for effective and holistic retirement planning to enable smooth transition from work to retirement.	18	32	50
4.	30 Judiciary Senior Managers trained on the Human Capital Management System	To equip senior managers with knowledge on the importance and use of the Human Resource Management System to enable them effectively execute their Human Resource Management function.	12	18	30

13.1.5 Induction of newly appointed Staff

During the reporting period, a total of 330 new staff members (135 male and 195 female) were inducted. They included systems administrators, court clerks, records cadre, office attendants, process servers, and drivers, clerk of works, transcribers, secretaries, data entry clerks, office supervisors, assistant accountants, architect, research officers, and office supervisors. The training equipped them with the necessary knowledge of government systems, structures, and procedures. However, the time for training was limited, therefore, it was recommended that more resources be allocated to ensure more comprehensive inductions in future.

13.1.6 Conferences and workshops

a) The Annual Judges Conference 2024

The Annual Judges Conference 2024 was held from 5th to 8th February 2024 at Kampala Serena Hotel, under the theme **"A people-centred approach to Justice"**. The Conference, which is an annual event, brought judges and justices together to evaluate the previous year's performance and forge a way forward for the best practice in the administration of justice. The Vice President of the Republic of Uganda, Her Excellency Major Jessica Alupo (Rtd) officiated at the opening of the conference, on behalf of His Excellency the President of the Republic of Uganda. The Chief Guest commended the Judiciary for the milestones in reduction of case backlog, enhanced use of ICT in adjudication, distribution of courts across the country and staffing levels; and the completion of

the Supreme Court and Court of Appeal buildings.

The conference was attended by 450 guests, including Judges and Justices of the Courts of Judicature, guests from Chiefs of service forces, Development Partners, and Judiciary Registrars, Heads of Units, and Sections. The conference resolutions for improved service delivery included:

- Conducting a country-wide court users' satisfaction survey to generate empirical data to inform improvements in the court business.
- Undertaking a study to shorten the case life cycle and court processes as a case backlog reduction strategy.
- Training in planning, budgeting, and financial and non-financial resource management for the Judiciary Service.
- Emphasising a multi-door approach that allows the application of the original African dispute settlement mechanisms alongside the Formal Justice System.
- Linking all ICT-related tools to synchronise available data and processes for effective and efficient handling of court business.

b) Registrars and Magistrates meeting

The Chief Registrar held five meetings with Registrars and Magistrates to assess and review performance, share best practices in case management, lay strategies to fight against corruption in the courts, appreciate a variety of issues and strategies for improved

administration of justice in all Registries and Magisterial areas across the country. The meetings were also geared towards bonding, team building, promoting peer learning, mentorship and guidance.

A key best practice adopted by Judicial Officers as a result of these meetings was the modernisation and standardisation of archives in courts countrywide. Other notable best practices were the display of Court Fees Schedule, weekly performance reporting tool, standardised attendance registers, talking notice boards, WhatsApp groups for stakeholders for quick communication, open-door policy and Client Charters among others.

More specifically, the Chief Registrar held a meeting with Chief Magistrates on 29th September, 2023 and 28th June, 2024; with Registrars on 22nd March, 2024 and with Magistrates Grade I in charge of stations on 27th and 28th March, 2024

13.1.7 Transfers, deployment and assignment of Registrars and Magistrates

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

The structure of 12 Registrars was filled for the first time since its approval. Therefore, full Registrars manned the Supreme Court, Court of Appeal, High Court, Civil Division of the High Court, Inspectorate of Courts, Human Resource Development & Training, Magistrates



H.E Major Jessica Alupo (Rtd) officiated the opening ceremony of the 25th Annual Judges Conference at Serena Hotel Kampala



Speaker of Parliament Rt Hon Anita Annet Among giving closing remarks at the 25th Annual Judges' conference

Affairs & Data Management, Public Relations and Communications, Alternative Dispute Resolution, Mediation, Special Projects, Research, Planning & Development, and the Private Legal Secretary to the Chief Justice.

The 4 latest additions to the High Court Circuits, to wit, Kiboga, Bushenyi, Kitgum and Kasese had Deputy Registrars deployed full time to head the Court registries, expedite the hearing of interlocutory matters and provide administrative support to the Heads of the circuits.

The Magistrates Courts of Toroma, Ishongororo, Busesa, Ndaija, Ruhama, Karugutu, Omoro, Kicheche, Kyankwanzi, Amudat, Maracha and Nyadri were operationalised during the FY. Other Courts that benefitted from deployments of Officers on a full-time basis as opposed to having only circuiting Magistrates were Atiak, Mulanda, Hakibale, Kisinga, Kakindu, Kyangwali, Kiyunga, Kyanamukaka, Kigumba, Kasanda and Kyarusenzi.

These deployments made justice more physically accessible for the people of Uganda and significantly reduced the lead times for case disposal at the Magisterial level.

13.2 Human resource management

13.2.1 Contract renewal

Applications for renewal of staff contracts were reviewed by a Taskforce appointed by the Permanent Secretary/ Secretary to the Judiciary. Contracts for 303 (189 males and 114 females) out of the 308 applicants were renewed and the respective staff assumed their duties.

13.2.2 Confirmation of the staff of the Judiciary

To ensure stability and continuity, the Judiciary confirmed 171 Judicial Officers (93 female & 78 male) and 39 Non-Judicial Officers (20 female & 19 male) in FY2023/24, enrolling them into the permanent establishment.

13.2.3 Development of policies

Human Resource Management Policies in the Judiciary are intended to communicate the institutional culture, values, and philosophy. They clearly spell out what the Judiciary, its staff and clients expect from each other. They are crucial for staff motivation; institution reputation and the ability to attract and retain talent; creating mutual benefits for the staff and the institution. They are essential in creating a conducive working environment and ensuring that staff are well-informed and adhere to the standards set forth. In the FY 2023/24, the following policies were developed or reviewed and disseminated:

- i. The Gender and Equity Policy;
- ii. The Rewards framework;
- iii. The Schemes of Service for the Judiciary Service;
- iv. The Human Resource Procedures Manual;
- v. The HIV/AIDS workplace Policy; and
- vi. The Anti-sexual harassment Policy.

13.2.4 Popularisation of Judiciary HRM policies

The effectiveness of policies depends on how well they are communicated to the respective stakeholders to enable them access the key information. The

Judiciary conducted several awareness campaigns to popularise different policies including the following:

a) The HIV/AIDS health awareness campaigns

Quarterly HIV/AIDS awareness campaigns were conducted to sensitise staff on the HIV/AIDS Workplace Policy to help staff protect themselves and others as well as reduce fear and stigma.

The campaigns were conducted in the courts of Fort Portal HCT, Soroti HCT, Mpigi HCT, Soroti CM, Kaberamaido CM, Serere CM, Kumi CM, Ngora CM, Kasese CM, Mpigi CM, Butambala CM, Nsangi, Buwama, Bujuuko and Kanoni Grade I Courts. The Judiciary was committed to maintaining the HIV/AIDS Health awareness and sensitisation campaigns and mainstreaming of HIV/AIDS activities in all programmes.

b) Anti-sexual Harassment Policy awareness campaigns

The Administration of the Judiciary (Establishment of Committees) Regulations, 2023, establishes the Sexual Harassment Committee to address and manage issues related to sexual harassment within the Judiciary so that a safe and respectful work environment is assured.

The Judiciary disseminated the Anti-Sexual Harassment Policy to ensure that more staff are informed and comply. The dissemination was conducted in the Courts of Matugga, Wobulenzi, Nyimbwa, Kakiri, Wabusana, Nakisunga and Nansana, Kitgum HCT and CM, Masindi HCT and CM, Kigumba, Kiryandongo, Gulu HCT and CM, Lamwo CM and Kalongo Courts.

13.2.5 Staff wellness

The Judiciary continued to ensure a positive work environment through its various staff wellness programmes to improve productivity, morale, staff retention as well as reduce health risks. The programmes included:

a) Support to staff living with HIV/AIDS

The Judiciary maintained the financial and psychological support to staff living with HIV/AIDS to enable them execute their duties. A total of 51(27 male and 24 female) staff living with HIV/AIDS were provided with financial support to improve their livelihood and enhance productivity.

This has always been done with a high level of confidentiality to avoid stigma and discrimination.

b) Medical insurance for all staff

To enhance the terms and conditions of service for its employees, the Judiciary maintained its Medical Insurance Scheme, providing comprehensive coverage for staff across all court levels. This initiative led to increased productivity, higher morale, and the cultivation of a positive work culture.

c) Psycho-social and physical support

The Human Resource Department provided counselling services to 53 staff members who were emotionally and physically affected, under a programme to raise awareness on prevention, self-care, and support for mental health. Staff were assisted in overcoming distress and improving their wellbeing. The severely traumatised individuals

were offered referral services through the Judiciary collaboration with other stakeholders which contributed to the development and management of the Judiciary's psychosocial support system and strategy.

d) Physical health activities

Physical activity is a crucial aspect of personal health, which makes it a vital component of a productive and healthy workplace. Given the nature of Judiciary work, sedentary behaviour is bound to occur leading to health issues, including obesity, heart disease, and diabetes. In

order to counteract such health risks, the Judiciary introduced regular aerobics sessions to promote physical and mental well-being.

A total of 87 aerobics sessions were conducted during the reporting period and this contributed to improved mental wellbeing. The sessions were critical for reducing stress, improving mood, and boosting cognitive function as well as better team cohesion, hence a more harmonious work environment.

The new court buildings have a gym to ensure that judicial officers remain healthy and physically fit.



The Judiciary recieved a prestigious HIV/ AIDS Impact Award from the President.



State-of-the- Art Supreme Court gym.



13.2.12 Human Resource Management support supervision

Support supervision was carried out in different departments, divisions and courts across the country to check adherence to set standards, ascertain the concerns of staff, identify existing and potential work challenges and their underlying causes and recommend corrective action. The courts covered were: High Courts of Masaka, Tororo, Rukungiri, Luwero, Fort Portal, Arua, Mbale, Kiboga, Bushenyi, Mukono & Iganga, Chief Magistrates Courts of Lukaya, Kalangala, Sembabule, Mukono, Pakwach, Masaka, Entebbe, Busia, Bugiri, Mayuge, Namayingo, Butaleja, Arua, Maracha, Koboko, Yumbe, Moyo, Adjumani, Oyam, Kitgum, Gulu, Nakasongola, Luweero, Bukedea, Kayunga, Nebbi, Pallisa, Mbale, Mbale Municipal, Budaka, Kumi, Kibuku, Namutumba, Bushenyi, Rukungiri, Mitooma and Lugazi and, the Magistrates Grade One Courts of Kalungu, Magenga, Kalisizo, Kyotera, Rakai, Kakuuto, Kalungu, Butenga, Mulanda, Nagongera, Malaba, Nwoya, Atiak, Amuru, Aboke/Kole, Nakisunga, Nkongwe, Nakifuma, Kangulumira, Buikwe, Njeru, Kaliro, Kajjansi, Busembatia, Numungalwe and Nakaloke.

13.2.13 Compliance to Gender and Equity

Human capital development requires a multifaceted approach that includes improvement in people's well-being by ensuring an equitable, sustainable and stable workforce and which aims to greater wellbeing for all staff. In order to attain and assess this in the Public Service, the Government of Uganda under Article 32(3) and Article 32 (4) of

the Constitution established the Equal Opportunities Commission (EOC) to ensure elimination of discrimination and inequalities against any individual or group of persons on the ground of sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability. The EOC carries out assessments on the compliance of public institutions with Gender and Equity requirements.

In the FY 2023/24, the Judiciary scored 73% in the EOC assessment. This was majorly attributed to the following activities and initiatives undertaken:

- i. Increasing physical presence of Judiciary services through the operationalisation and construction of the Appellate Court buildings, High Courts and Magistrates Courts.
- ii. Increased case disposal as a result of recruitment of more Judicial officers, operationalisation of new courts, uptake in the use of Alternative Dispute Resolution Mechanisms such as plea-bargaining, mediation and improved supervision.
- iii. Disaggregation of data based on gender in reporting.

13.3 Records management in the Judiciary

Records management is very crucial in guaranteeing accurate preservation and identification of records and the discarding of non-essential records as often as required by the law.

In this regard, the Judiciary conducted a routine Registry audit and file preservation and conservation exercise. It was aimed at setting up the archive storage space so as to eliminate disorder in the archive; operationalising the Judiciary system for

Before

After

FAMILY DIVISION



easier and quicker processing, storage and retrieval of files; and upgrading archive storage furniture from cupboards or wood, to metal for optimal use of the physical storage space available.

The objectives were achieved through processing all completed case records that were already completed by the time of re-organisation for archiving; boxing all processed archives in acid-free archive boxes; fabricating, and fitting metallic shelves for storing the archives; filling the boxed archives on the shelves; and training the archive in-charge on retrieval and storage of archives.

13.3.1 Reorganisation of Registries in High Courts (Records and Archives)

The Judiciary conducted the

reorganisation of High Court Registries and archives at High Court Kampala, Commercial Division, Family Division, Mubende High Court, Arua HCT, Bushenyi HCT, Gulu HCT, Hoima HCT, Kasese HCT, Mukono HCT, Mbale HCT, Lira HCT among others.

13.3.2 Reorganisation of Registries in Magistrate Courts (Records and Archives)

The Judiciary also conducted the reorganisation of Registries in the Magistrate Courts to address the storage and retrieval difficulties resulting from the adhoc system of processing archives, poor storage furniture and very limited storage space.

The Courts that benefitted included: Mubende CM Court, Kyenjojo CM

Before

After

ARUA HIGH COURT



Court, Fort Portal CM Court, Kyegegwa Magistrate Court, Hima Magistrate Court, Kasese CM Court, Hoima Chief Magistrate Court, Masindi CM Court, Nakasongola CM Court, Luwero CM Court, Soroti Chief Magistrate court, Mayuge Chief Magistrate court, Lake Katwe Magistrate Court, Bwera Magistrate Court, Kisinga Magistrate Court, Kagadi Magistrate Court, Biiso Magistrate Court, Nakaseke Magistrate Court, Ngoma Magistrate Court, Wobulenzi Magistrate Court, Semuto Magistrate Court and Nyimbwa Magistrate Court, Malaba Magistrates Court, Makutu Magistrate Court and Magistrates' Affairs and Data Management.

The following were achievements made following the reorganisation:

- i. All completed case files were organised by case categorisation, year of case registration, case serial number and boxed, labelled, and filed on the shelves.
- ii. Storage furniture at Soroti Chief Magistrate Civil archive, Malaba Magistrate court, Makutu Magistrate court and Mayuge Chief Magistrate court were upgraded from wood to metallic shelves. This instantly created additional shelf space for future storage.
- iii. Training of the in-charge archives and the Office Supervisor on how to process completed files for archiving; maintaining the system, and assembling the archive boxes, was done at the handover.

Before

After

SOROTI CM COURT



Before

After

MAYUGE CM COURT





The PS/SJ Dr. Pius Bigirimana inspecting newly acquired security equipment for courts

13.4 A safe and conducive work environment

a) Security at the workplace

Security of staff, assets, and information from physical and digital threats like theft, violence, vandalism, cyberattacks, data breaches and hacking is paramount in upholding institutional integrity. Therefore, it is critical to maintain both physical and digital security for staff, equipment, clients, and office premises as well as protection of data, information, ideas, and systems.

The Judiciary continued its efforts to enhance security at the workplace

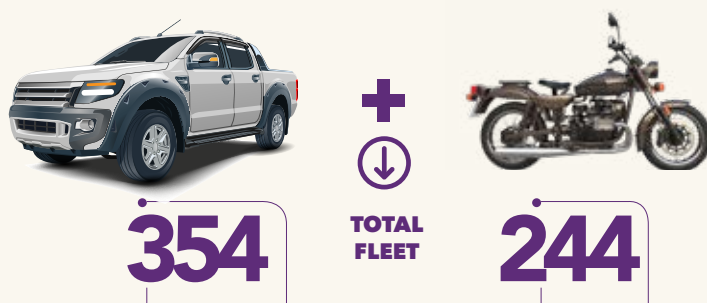
through the following measures:

- i. Conducted quarterly upcountry security assessment in all High Courts and Chief Magistrate Courts.
- ii. Procured 6 walk-through machines for 6 High Court Circuits of Moroto, Hoima, Rukungiri, Tororo, Luwero and Iganga.
- iii. Mandatory visitors' registration books and use of visitors' cards.
- iv. Provision of facilitation for security personnel at work premises and in residences of entitled officers.
- v. Routine maintenance of fire extinguishers.

b) Transport equipment

The execution of the Judiciary mandate requires specific transport means for activities such as locus visits, inspections and process service. In addition, given the nature of work of adjudication done by judicial officers, security risks may arise requiring them not to use public transport. In the FY2023/24, the Judiciary maintained a fleet of 354 vehicles and 244 motorcycles to facilitate movement of staff, reduce the risks associated with public transport, and ensure compliance with regulations.

In addition, the Judiciary procured 39 vehicles for Judicial Officers (Justices of the Supreme Court (6), Judges of the High Court (16), Registrars and Magistrates (17), 5 vehicles for field supervision and 85 motorcycles for Process Service in Courts. The Judiciary also procured a boat to operate of the islands of Kalangala and Buvuma.



c) Provision of uniforms and judicial attire

In its quest to promote its brand, improve customer service and curb corruption, the Judiciary took the initiative to provide uniforms and professional attire to specific staff categories. This has greatly reduced incidences of corruption arising from impersonation and has created a sense of unity and professionalism at the workplace. During the financial year, 32 sets of professional attire were procured for judicial officers.

Newly acquired motorcycles for process service



The President donated Kiira Motors Latest series Kayoola Electric Bus to the Judiciary



14.0

**CO-ORDINATION,
PARTNERSHIPS AND
ACCOUNTABILITY**

UPPERDINE
VERSITY



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

14.1 Stakeholder engagements

14.1.1 The Judiciary Council sessions

The administrative functions of the Chief Justice include giving strategic leadership and direction to the Judiciary in form of guidelines, directions and able leadership in accordance with Article 133 of the Constitution and Sections 2 and 3 of the AJA, 2020.

The Chief Justice convened and facilitated quarterly Judiciary Council sessions to provide strategic advice to the Judiciary on matters of policy and administration. Accordingly, the four planned annual meetings of the Judiciary Council were successfully held, during which administrative policies and Regulations to further operationalise the AJA, 2020 were approved. They include:

- i. The Judicature (Designation of High Court Circuits) Instrument 2023.
- ii. The Magistrates Courts (Magistrates Courts and Magisterial Areas) Instrument, 2024.
- iii. The Judicature (Electronic Filing, Service and Virtual Proceedings) Rules, 2024. (yet to be gazetted).
- iv. The Administration of the Judiciary (Judiciary Service) Regulations, 2024. (yet to be gazetted).

In its first meeting of the quarter held on 28th September 2023 at Kampala Serena

Hotel, the Judiciary Council approved the Judicature (Designation of High Court Circuits) Instrument, 2023 and the Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2024.

The second meeting was held on 12th December 2023, at Mestil Hotel and Residences, Kampala, during which a new member representing Justice Institutions, SCP Chelimo Beata was welcomed to the Judiciary Council replacing SCP Tumuhimbise Venis who had retired. A report on the Judiciary activities including the hosting of the Commonwealth Magistrates and Judges Conference was presented. The meeting agreed on the need to enhance the jurisdiction of Magistrates Courts as a tool to fight case backlog and enhance access to justice.

The Judiciary Council approved the Magistrates Courts (Magisterial Areas and Magistrates Courts) Instrument, 2024 and considered the Judiciary Anti-Corruption Strategy, 2024 during its third meeting held on 14th March 2024 at Mestil Hotel and Residences, Kampala.

A two-day Retreat of the Judiciary Council was held from 18th to 19th June 2024 at Lake Victoria Serena Golf Resort and Spa, Kigo where the Council considered the Administration of the Judiciary (Judiciary Service) Regulations, 2024. The meeting also received and welcomed a



Judiciary Council Retreat at Serena Kigo

new member of the Judiciary Council, H/W Mary Kisakye Kaitezi, the Registrar in Charge of Magistrates Affairs and Data Management as a representative of the Lower Bench replacing HW. Ereemye James Mawanda who had been transferred to another Registry

14.1.2 The New Law Year 2024

The New Law Year was opened on 9th February 2024 by Her Excellency Major Jessica Alupo (Rtd) the Vice President of the Republic of Uganda on behalf of His Excellency the President. This function was attended by the Bar, the Bench and other key stakeholders in ensuring that justice is administered properly and effectively. This day signifies the start of the law calendar for the year.

The President, through the Vice President, implored judicial officers to acquire knowledge and skills in the

emerging sophisticated crimes arising from technological advancement and globalisation of human activities. The Chief Justice, Alfonse Chigamoy Owiny - Dollo, called upon members of the legal fraternity to collaborate with the Judiciary and advised them to make constructive criticism intended to help judicial officers realise and rectify any faults instead of attacking them on account of their decisions.

In addition, the Attorney General, Kiryowa Kiwanuka also the Head of the Bar advocated for relative uniformity in court decisions, awards and sentences and for timely disposal of cases and delivery of judgment. The Uganda Law Society President, Mr. Bernard Oundo also called upon judicial officers to adjudicate with impartiality and without external pressure to build confidence among justice seekers.



New Law Year was opened by Her Excellency Major Jessica Alupo (Rtd) the Vice President of the Republic of Uganda

14.1.3 The 6th Benedicto Kiwanuka Memorial Lecture

The Judiciary also held the sixth Benedicto Kiwanuka Memorial Day on 21st September 2023 to honour the late Chief Justice Hon. Benedicto Kagimu Mugumba Kiwanuka, who was the fourth Chief Justice of Uganda, serving between 1971 and 1972. It was a reminder of the need to jealously promote the rule of law and protect the independence and integrity of the Judiciary. The lecture was held under the theme, "Benedicto Kiwanuka: Enhancing Judicial Accountability, Transparency and the Rule of Law". It was presided over by the Special Envoy for Special Duties in the Office of the President, Hon. Ruhakana Rugunda and the keynote address was delivered by retired Justice of the Supreme Court, His Lordship Justice Jotham Tumwesigye.

14.1.4 The Judiciary Top Management meetings

The Chief Justice convened seven Top Management Meetings through which policy direction was given in the areas of staff recruitment, inductions, deployments, budgeting, resource management, staff supervision, and staff discipline. The meeting resolutions covered:

- i. The need to enact ECCMIS Rules;
- ii. The phasing out of Magistrate Grade II cadre;
- iii. The draft Judicature (Designation of High Court Circuits) Instrument, and the draft architectural designs for standardisation of Court buildings across board;
- iv. The recommendations from the Inspection Reports for quarter 4, 2022/2023;



- v. The amendment of the Judicature Act to increase the Justices of the Supreme Court and Court of Appeal;
- vi. The approval of the draft Judiciary Anti-Corruption Strategy 2023/24-2029/30;
- vii. The need to reengineer Peer Committees, set up the Integrity Committee and develop performance indicators for staff;
- viii. The establishment of a Judgment Review Committee in the Judiciary to help the Judicial officers improve their skills in judgment drafting;
- ix. The plan for effective operationalisation of the Committees under the Administration of the Judiciary (Establishment of Committees) Regulations, S.I. No. 93 of 2023;
- x. Strategies for improving the Bar-Bench relationship and how to attract development partners;

- xi. The expeditious management of disciplinary matters where staff had been on interdiction for a long time; and
- xii. Approval of the draft Administration of the Judiciary (Judiciary Service) Regulations, 2024, to streamline the processes, the obligations and the rights of all the parties involved in the Judiciary service from entry to exit.

14.1.4 Harnessing Regional and International engagements

Benchmarking visits and attendance of regional and international conferences and events were undertaken to identify and adopt best practices from other institutions; solicit for support from the regional and international teams; and share experiences and insights in critical matters. The regional and international engagements by the Chief Justice during the FY2023/24 are highlighted in Table 33 below:

Table 33: Regional and International engagements by the Hon. Chief Justice

S/No.	Event/ Engagement	Host	Key subject of deliberation/activities
	Benchmarking visit on e-Courts	Pepperdine University California, USA	Attended live sessions on the process of rulemaking for e-courts in Federal and National Courts.
	East African Magistrates and Judges Association Conference	Uganda Judiciary	Strategies for managing case backlog (Tanzania's success story)
	Meeting of the Chief Justice with Ms. Atim Josephine, Associate Field Programme Officer, Trust Fund for Victims (TFV) and Mr. Scott Bartell of the International Criminal Court (ICC)	Uganda Judiciary	Impending trials of the former LRA leaders, and reparations for war victims.
	Africa Chief Justices' Summit on Alternative Dispute Resolution	Uganda supported by Pepperdine University	i. Chief Justices should take lead in the ADR reforms. ii. Establish a Chief Justices' Forum on ADR/AJS; iii. Adopt an ADR Week to build awareness and public trust in ADR; iv. Enact and or revise laws and guidelines that promote ADR; v. Conduct enhanced training and capacity building for ADR practitioners and support inter country knowledge exchange and peer-to-peer learning; vi. Acknowledge and respect African cultures in dispute resolution
	Southern and Eastern Africa Chief Justices' Forum (SEACJF)	Eswatini (virtual)	Preparation for the SEACJF Conference and Annual General Meeting
	Standing International Forum of Commercial Courts (SIFoCC) Conference	Qatar International Court and Dispute Resolution Centre (QICDRC), Qatar	i. The role of AI in dispute resolution ii. The effect of climate change on the rule of law iii. The use of arbitration and mediation to resolve commercial disputes
	US-based Court and Society Webinar	A.T Socio-Judicial Consulting, LLC New York	The Impact of Public Opinion on Judicial Integrity and Democratic Development'
	Graduation celebrations for Pepperdine University students	Judiciary, Uganda	Commended graduands who were mainly Judiciary staff, awarded with a Master's Degree in Dispute Resolution and a Certificate in International Commercial Arbitration of the Pepperdine University of the USA,
	Meetings with Katikiro of Buganda, Director of Public Prosecutions and the Pepperdine University Interns	Judiciary, Uganda	Implementation of African ADR mechanisms in the dispensation of justice in Uganda.

14.1.6 Engagement with Development Partners and Justice delivery stakeholders

The Hon. Chief Justice had strategic engagements with development partners and justice service stakeholders to strengthen the Judiciary's collaborations and partnerships for resource mobilisation, better planning and coordination of activities. They included:

- i. The UNDP and Partners Farewell Dinner in honour of Ms. Elsie Attafua;
- ii. The Non-Aligned Movement Conference;
- iii. Partners Dinner hosted by the Sri Lanka High Commissioner to Uganda;
- iv. Meeting with HiLL (Hague Institute on Innovation of Law) to explore areas of potential partnership;
- v. Reception by the Ambassador of the Federal Republic of Germany, marking the 61st Anniversary of the signing of the Elsie treaty;
- vi. Meeting with the Hon. Members of the Legal and Parliamentary Affairs Committee of Parliament;
- vii. Inauguration and pass out of Cadet Prisons Officers;
- viii. Makerere University Convocation Graduation Awards Luncheon;
- ix. Commemoration of Archbishop Janan Luwum at Muchwini, Kitgum;
- x. High Level Stakeholder Breakfast Meeting under the auspices of the Austrian Embassy;
- xi. The ceremony to mark the birthday of the Emperor of Japan;
- xii. The National Court Open Day involving all major justice actors;
- xiii. The Kagezi Joan Memorial Lecture; and,

- xiv. A meeting with the UNDP Resident Representative, Ms. Nwanne Vwede Obahor to agree on areas of interest and further partnerships.

14.1.7 Coordination of the Administration of Justice Programme

The Judiciary is the lead institution for the Administration of Justice Programme under NDP III comprising of the Judicial Service Commission, Office of the Director of Public Prosecution, Law Development Centre, Tax Appeals Tribunal, Uganda Police Force, Uganda Prisons Service and Ministry of the Gender, Labour and Social Development.

The Annual Programme Performance Report for FY2022/23, the Programme Budget Framework Paper for 2024/25, four quarterly reports on the Programme performance were prepared. The Permanent Secretary/ Secretary to the Judiciary chaired the two Programme Working Group meetings that were held, subsequent to which the quarterly Technical Working Group meetings were convened to follow up.

14.1.8 Review of NDP III

During the FY2023/24, with the implementation of the NDP III in its fourth year, the Judiciary participated in a discussion of the priorities and budget estimates for FY2024/25 and a review of the KPIs for NDP III in the period between September to November 2023.

Furthermore, the Administration of Justice Programme discussed the strategic direction issued by the National Planning Authority as well as other relevant areas that were intended to guide the drafting of the Programme Implementation Action Plan in April 2024.

14.1.9 Implementation of commitments under the NRM manifesto

The Permanent Secretary/ Secretary to the Judiciary made a presentation during the NRM Manifesto week on the status of implementation of the NRM manifesto commitments and strategic directives and guidelines for the period from 2021 to April 2024.

14.1.10 Engagements with the Committee on Legal and Parliamentary Affairs

The Judiciary, led by the Permanent Secretary/ Secretary to the Judiciary, appeared before the Committee on Legal and Parliamentary Affairs to present the Budget Framework Paper for FY2024/25 and the Ministerial Policy Statement for FY2024/25.

14.1.11 Senior Management Committee Meetings

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

14.1.12 State-Funded Legal Representation Implementation Committee

The State-Funded Legal Representation Implementation Committee, chaired by the Chief Registrar, commenced its business on 18th January, 2023. The Committee was tasked with monitoring the implementation of state-funded legal representation of the accused persons; receiving and handling applications from

advocates interested to be appointed to the Roll of State Appointed Advocates; determining and reviewing the fees to be paid to advocates on the Roll of State Appointed Advocates under the Rules, handling and resolving complaints from stakeholders with a view of ensuring discipline and ethical values in the management of the state-funded legal representation; and handling any other matters arising; for the effective implementation of the Judicature (Legal Representation at the Expense of the State) Rules, 2022. As of March 2024, the roll of state funded advocates had a total of 606 advocates.

In addition, the Committee held meetings on 29th August and 28th November, 2023, as well as 27th February and 28th May 2024. Through sub-committees the Committee monitored and evaluated processes associated with session funding and the quality of legal services provided during sessions countrywide.

Several meetings were held with members of the Administration of Justice Programme, including the Judicial Service Commission, the Uganda Police Force and Uganda Prisons Service, the Office of the Director of Public Prosecutions, Uganda Law Society, etc. The aim was to improve service delivery through cooperating, communicating, and coordinating.

Engagements were also held with other stakeholders such as, Advocats San Frontiers on 2nd October, 2023; Redeemed International on 19th October, 2023; the Executive of the Uganda Law Society on 7th November, 2023; Programme Managers of Justice Transformation Lead Uganda (HiiL) on 3rd April, 2024, UNODC on 4th April, 2024, on a wide range of issues, all with a view of enabling the Judiciary exercise its mandate with excellence and be readily

accountable to the people of Uganda.

14.1.13 Bar-Bench Committee meetings

Bar-Bench Committee meetings were held with the Uganda Law Society on 29th September, 2023, 21st February, 2024 and 13th July 2023. These enabled the discussion of pertinent issues affecting litigation, such as mediation, case management and dispensation of justice countrywide. In attendance were Judges and Registrars of the Courts of Judicature as well as senior counsel.



Bar - Bench meeting at Sheraton Hotel Kampala



15.0

PUBLIC AWARENESS AND IMAGE OF THE JUDICIARY



By virtue of section 15(2)(e) of the AJA, Cap. 4, the Chief Registrar is the official spokesperson of the Judiciary charged with communicating with Government and the public. In this capacity, she provided oversight and direction to the Registry of Public Relations and Communications.

The Registry of Public Relations and Communications is charged with continuously improving the public image of the Judiciary as well as enhancing public awareness of judicial services, business processes and practices. Priority areas of focus are enhancing external accountability, promoting public evaluation of judicial services and improving ethics and integrity in the service. In this regard, the Judiciary undertook activities to improve its visibility, image and public perception:

15.1 Participatory public engagements

Public engagements, intended to improve public awareness of the Judiciary business and processes, convened diverse, representative groups of people to share information and obtain feedback to inform management decisions. These were largely in form of public awareness programmes including Court Open Days, community outreaches, barazas, TV and Radio talk shows as detailed below:

15.1.1 The First National Court Open Day

The first National Court Open Day was held on 15th April 2024, at Kololo Independence Grounds under the theme, “A People-Centred Approach to Justice”. The event brought together the Supreme Court, Court of Appeal, the seven High Court Divisions – Civil Division, Criminal Division, Anti-Corruption Division, International Crimes Division, Commercial Court, Family Division and Land Division; the Industrial Court; the Inspectorate of Courts and the Judicial Training Institute and several justice actors including the ODPP, Judicial Service Commission, Uganda Police Force, and Uganda Prisons Service.

With great potential to promote transparency and accessibility in the

judicial processes, the National Court Open Day served as a platform for engagement between the Judiciary, court users, and the public, reaffirming the Judiciary’s commitment to accountability, stakeholder engagement, and service improvement. It was co-funded by United Nations Office on Drugs and Crime (UNODC).

The Registry of Public Relations and Communications coordinated the different sensitisation activities that characterised the Open Day such as highlights of the Judiciary services; the court processes; the mechanisms in place for improved performance such as caseload management strategies, anti-corruption strategies, the feedback mechanisms and the innovations including digitalising case management, plea-bargain and mediation. The event was popularised mainly through TV and Radio talk shows; and IEC materials such as brochures, posters, pull up and teardrop banners. Two press briefings were held in February and April 2024 in preparation for the National Court Open Day.

The National Court Open Day enhanced public trust, confidence and understanding of the Judiciary; strengthened partnership with state and non-state actors; and enhanced public awareness of the role of the Judiciary and its activities.





The Chief Justice officiated the National Court Open Day at Kololo Ceremonial Grounds

15.1.2 Other Court open days

The Judiciary held 18 Court Open Days in FY2023/24 in an effort to strengthen accountability, scale up stakeholder engagements, sensitise court users and obtain feedback on service provision. The Court Open Days provided a platform for stakeholders, court users and the public to engage with the Judiciary. They were conducted in the courts of Mpigi, Mubende, Kabale, Mbale and Lira High Court Circuits and in Chief Magistrate Courts of Isingiro, Kiryandongo, Bushenyi, Mitooma, Ibanda, Bubulo, Sironko and Busia. Similar open days were held at

Goma, Patongo, Amuru, Bududa and Nsangi Magistrates Courts. The key information disseminated was on bail, small claims procedure, plea-bargaining, mediation, handling of criminal matters, anti-corruption strategies, and the toll-free lines.

Participants appreciated the initiative to interface directly with Judicial officers and officials from other justice institutions, who provided them with immediate feedback on diverse issues hence improving their knowledge. The major challenges in access to justice services were highlighted, including the

long distances travelled by litigants to access courts; inadequate number of judicial officers and support staff in some courts causing delays in completion of cases; long waiting hours at court registries; allegations of corruption among some Judiciary staff; the absence of prosecutors in many courts; and high costs of legal representation.

15.1.3 Community outreaches and barazas

During the FY2023/24, 18 community outreaches were conducted in the areas/districts of Soroti, Mpigi, Mbarara High Courts, Nyarushanje, Namungalwe, Kaliro, Bwizibwera, Rubindi, Ibanda and Kiruhura. The community outreaches and barazas were mainly conducted to popularise Judiciary initiatives, reforms and innovations such as ECCMIS, mediation, plea-bargain and, Small Claims Procedure. A team of technical and support staff of the Judiciary traversed villages in selected areas providing information and feedback on specific legal matters through directly interacting with the public and handing out fliers and posters.

15.2 Media Engagements

The Judiciary through its Communications and Public Relations Registry as well as Judiciary Top Management offices undertook various media engagements in form of regular press brief releases and press conferences. These were intended to share information about upcoming events, news, make clarifications on any misconceptions about the Judiciary as well as respond to questions from the media. This contributed to a good working relationship between the Judiciary and the media.

During the reporting period, 65 media

engagements were undertaken to provide information and clarification to the media and the public on different matters including: Alternative Dispute Resolution Mechanisms; demystifying court processes and innovations; criminal and civil court processes; complaint handling mechanisms; rights and obligations of court users; as well as commitments of courts to the public.

The Media Accreditation process was ongoing to streamline the court reporting function and foster relations with members of the press.

To improve media relations, the Judiciary operated a court media forum through which updates were shared including court decisions, press releases, notices and other relevant stakeholder information.

15.2.1 Radio/TV talk shows

Through Radio and TV talk shows conducted countrywide, the Judiciary engaged the wider public on pertinent issues in each area, as well as ADR mechanisms such as plea-bargaining, mediation and SCP; demystifying court processes and innovations such as the ECCMIS, toll-free lines; criminal and civil court processes; complaints handling mechanisms and the rights and obligations of court users. A total of 50 talk shows were conducted in different languages including English, Luganda, Langi, Ateso, Rutooro, Rukiga, and Runyankore.

15.2.2 Social Media Presence

The Judiciary runs different social media accounts on WhatsApp, X, Instagram, and Facebook where updates on stories, press releases, notices and information on court processes are regularly posted. All Judiciary happenings were shared

via its social media platforms and website through which the Judiciary also interacted with the public.

The media houses that hosted the talk shows included UBC, NTV, NBS, CBS, Radio one, Radio SIMBA, Akaboozi FM, Unity FM, Etop, Voice of Tooro, Voice of Africa Radio, Voice of Kigezi FM, Radio West, Kiboga Radio, BFM Radio, Radio Tembo, Rukungiri Radio, Salaam TV, Voice of Lango, Jogo FM, Radio Maria, Radio Sapientia, Prime Radio and Top TV.

15.2.3 Production and dissemination of IEC materials

IEC materials in the form of flyers, leaflets, brochures, social media posts, audio spots on radio, and posters in different languages were produced and disseminated to create public awareness of Judiciary business and processes.

The IEC materials were also intended to communicate on specific topics to ensure transparency and accountability.

A total of 30,000 copies of assorted IEC materials were printed and disseminated in the FY 2023/24 to provide information on the Judiciary profile, mission and vision; criminal and civil matters; toll-free lines; bail, court structure and fees; and the criminal trial process in the magistrates courts. Posters were made in four languages, namely, English, Luo, Runyakitara and Luganda. The IEC materials were disseminated during court open days, community outreaches, barazas, other Judiciary events and ceremonies, social media platform, as well as deposited at the different customer care desks at courts for court users.



Bail refund poster



Anti-Corruption Division poster



Dissemination of IEC materials during the National Court Open Day on 15th April, 2024

15.2.4 Promoting the Judiciary brand

Promotion of the Judiciary brand is crucial to ensure visibility of the Judiciary, popularisation of goals, values and clarifying client expectations. In order to amplify its brand, the Judiciary developed, branded and disseminated various materials such as umbrellas, bags, key holders, water bottles, snapper frames, pull-up, teardrop, backdrop and roadside banners, T-Shirts, Branded shirts, customized gift sets, bracelets, and customized notebooks. Some of these were displayed at various events and functions for further visibility.

15.2.5 Strengthening the Judiciary feedback mechanism

The Judiciary strives for client satisfaction

through collecting, organising, and analysing customer feedback for actionable insights and personalisation of client experience. Their challenges and needs are identified and utilised to make informed decisions for better service and customer satisfaction.

The Judiciary obtained feedback from the public through different channels including the court open days, social media platforms, community outreaches and the Judiciary Call Centre which received inquiries and complaints against staff and key stakeholders. During the FY 2023/24, 2,029 inquiries and complaints were received through the Judiciary Call Centre, majority of which were responded to instantly. The rest, particularly complaints were forwarded

to the respective offices and authorities for further management. Table 34 shows the number of complaints and inquiries received through the Call Centre.

Table 34: Complaints/inquiries received through the Call Centre

Quarter	Number of Inquiries and Complaints received
1	600
2	526
3	512
4	391
Total	2,029

Efforts were made to ensure the full operationalisation of the Call Centre. However, there were still challenges especially regarding the knowledge gaps among the Client Care Officers about court processes. In this regard, the Judiciary came up with strategies to improve the Call Centre through training of client care officers on court processes and further popularising the toll-free lines to the public.

The Judiciary Call Centre



16.0

RESOURCE MOBILISATION AND MANAGEMENT



16.1 Project management

The Judiciary was able to implement various activities that contributed to achieving its mandate through various projects with GoU funding and donor support. Annex 2 shows the summary of projects in the Judiciary.

16.2 Accounting system and resource management

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

16.3 Monitoring and Evaluation function in the Judiciary

The recently approved new Judiciary Structure established a Monitoring and Evaluation Unit under the Policy and Planning Department to assess progress made in achieving expected results; spot bottlenecks in implementation and highlight any unintended effects (positive or negative) from the Judiciary Work Plan to inform decision-making.

Monitoring and Evaluation in the Judiciary was undertaken on quarterly basis through visits to the various courts countrywide. Findings from the monitoring visits informed the various performance reports, assessments of Judiciary contribution to National programmes and future interventions and work plans hence facilitating learning from past experience and efficient use of resources.

16.4 Planning, reporting and statistics management

a) Planning and Policy Documents

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

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

b) The Judiciary Statistical Abstract

The Judiciary Statistical Abstract was prepared to address dissemination gaps for Judiciary's official statistics and to contribute to the Uganda Bureau of Statistics Abstract which is the country's official handbook for all official statistical indicators.

c) Judiciary Data Management Committee activities

The Judiciary Data Management Committee is chaired by the Registrar of Magistrates Affairs and Data Management and is constituted by staff of the Registry for Magistrates' Affairs and Data Management, Policy and Planning

Department and the ICT Department. Its main objective is to provide governance and second –level quality assurance in the production of quality case data to support planning, budgeting, policy and evidence-based decision making.

In the FY2023/24, the Judiciary Data Management Committee delivered the following outputs: The Judiciary Monthly Statistical Reports on Court Performance; The Judiciary Quarterly Summaries of Court Case Performance; Financial Year Court Case Performance Reports; and Reports on individual performance of all Judicial Officers.

17.0

CHALLENGES

In a bid to drive forward the Judiciary Transformation Agenda and to achieve the Judiciary Vision as elucidated in the Judiciary Strategic Plan, V (2020-2025), the following impediments have been encountered.

17.1 Under staffing in the courts of law

We have limited manpower across various cadres and court levels. This has hindered performance and contributed to case backlog. We have diligently worked to review and enhance the Judiciary staff structure. The Cabinet approved the expansion of the Judiciary structure to 1,155 judicial staff and 5,936 non-judicial staff, respectively. Accordingly, this year the Judiciary received a total of 288 personnel into its service, including new staff and those appointed on promotion, in order to bridge the staffing gaps. We have also rationalised the deployment of staff to the most deserving stations.

17.2 Delayed adjudication of cases and case backlog

Case backlog in FY 2023/24 accounted for 26.32% of 159,733 cases, with 42,588 cases as backlog due to high caseloads vis-a-vis few Judges and limited jurisdiction of the Magistrate Courts.

We are in the process of amending the relevant laws to enhance the civil and criminal jurisdiction of Magistrates Courts so that they are empowered to handle more cases, consequently reducing case backlog at the High Court and the appellate court levels.

We have also promoted Alternative Dispute Resolution interventions, including Plea Bargaining, Mediation and Small Claims Procedure courts. We have trained and accredited mediators to help

reduce the cases that the courts must adjudicate. These interventions have significantly reduced the cost of case management and adjudication time.

17.3 Inadequate budgetary support

The budgetary support for the Judiciary has been insufficient in comparison to its size and mandate. It has therefore been difficult to fund basic Judiciary services and satisfactory court infrastructure, leading to undesirable performance and failure to roll out justice services to the different corners of the country. The recent budgetary enhancements that we received were undoubtedly put to good use, registering commendable progress over the last three years. We still need more resources to recruit more staff, operationalise more courts, expand the ECCMIS and the ICT department, conduct more court sessions and provide more tools to the staff, among other things.

17.4 Inadequate or worn-out court infrastructure

Whereas we now boast of a new home for the Court of Appeal and Supreme Court, most of the court buildings across the country are not only old but also small and inadequate to match the staff and court user space needs. Very crucial courts are operating from rented premises, including some High Court Circuits and Divisions. Rented premises cost the Judiciary approximately UGX 11.15 billion per annum, which resources could have been spent on case management and other developments.

There are also challenges of dilapidated structures, inadequate toilet facilities, lack of archives and exhibit stores, and

court premises that are not customised with specific facilities for the PWDs, the elderly, children and pregnant and lactating mothers, which hinders access to Judiciary services. We also lack institutional houses to provide staff accommodation, particularly in the following districts, which are difficult to reach and stay in: Kalangala, Buvuma Island, Bulisa, Buyende, Abim, Karamoja, Napak, Bukwo, Nakapiripirit, Moyo, and Buhweju.

To mitigate this, we have continued to renovate and construct more courthouses and Justice Centres in various parts of Uganda to improve the court environment and reduce distances to courts. These include the Court of Appeal and Supreme Court Towers, which are completed and now in use.

17.5 Indisciplined litigants

The Judiciary has also encountered a breed of advocates and litigants who exhibit tendencies of corruption, make misleading complaints, and indulge in illegal alternatives to court procedure. Some litigants are fond of attacking judicial officers over social media and making endless applications and filing multiple suits, rather than following the due process. This has escalated the case backlog. The Judiciary will put in place stringent measures to address vexatious litigations, as well as lazy legal representatives and litigants. The Judiciary has adopted stern measures against these saboteurs, which range from fines to hefty jail terms.

17.6 Corruption and bribery

We have received reports of corruption tendencies within the communities and around the courts impeding access to court services. These tendencies include court clerks giving wrong dates or hiding case files, middlemen extorting money

allegedly to influence bail or judgement decisions, refusal to serve court notices, proceedings, judgements, or orders, and making wrong translations.

The rollout of the Electronic Court Case Management Information System (ECCMIS) in pilot courts has given us hope. This has reduced the human hand in case processing, ensuring swift justice and eliminating corruption tendencies. We have also stepped up stakeholder engagements through Court Open Days, through which complaints are received from Court users and followed up. The Inspectorate of Courts was empowered to promote good governance by upholding integrity among the staff of the Judiciary, hence fostering compliance with the Judicial Code of Conduct and the Judiciary Service Code of Conduct.

17.7 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 on 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.

17.8 Low wages for administrative and support 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 their morale and output.



18.0

**KEY PRIORITIES
FOR THE
FY 2024/25**

18.1 Recruitment of more Judicial Officers

The Judiciary plans to recruit more Justices, Judges and Magistrates to address delays in concluding cases which remains one of the main impediments in access to justice. The Judiciary plans to recruit:

- i. Additional 5 Justices of Court of Appeal in line with the Judicature (Amendment Act), 2024 which increased the number of Justices from 15 to 35;
- ii. Additional 10 High Court Judges to facilitate operationalisation of new High Court Circuits in line with the High Court instrument of 2023 which increased the High Court Circuits from 20 to 38 and Parliamentary resolution which increased the number of judges from 83 to 151. Currently, only 24 High Court Circuits are operational. There is need to operationalise High Court Circuits to alleviate the severe inhibitions to access to justice; and,
- iii. Additional 10 Chief Magistrates and 28 Magistrate Grade Ones in line with the Magistrate Courts Instrument, 2024 which expanded the Magistrate Courts. All Districts and Cities have been gazetted as Chief Magistrates and all Constituencies/Counties to have a Magistrates Grade One Court.

18.2 Conduct more backlog reduction sessions at all court levels

The Judiciary plans to allocate more resources to conduct case backlog reduction sessions (Criminal, Civil, Family and Land) in various High Court Circuits and Magistrate Courts.

18.3 Reforms in the law

- a. Amend the Magistrates Courts Act to enhance the civil jurisdiction of Magistrates Courts so that they are empowered to handle disputes of an enhanced value consistent with the current economic trends and inflationary levels in the country.
- b. Revise Court rules of procedure and case management processes, by simplifying them; hence making them more user friendly and less time consuming.

18.4 Promotion of the Alternative Dispute Resolution Mechanisms

The Judiciary will continue to revive the use of Alternative Dispute Resolution Mechanisms. We plan to:

- a. Rollout out Small Claims Procedure to 36 Magistrates Courts;
- b. Hold Plea-bargaining sessions at the Criminal Division, High Court Circuits and at selected Chief Magistrate Courts;
- c. Revitalize the use of mediation in settlement of civil disputes; and,
- d. Train and accredit more mediators to support the application of mediation in dispute resolution.

18.5 Construction of Courts

The Judiciary is upgrading court facilities, constructing new court buildings, and improving the physical infrastructure to create a conducive environment. We plan to:

- a) Complete the ongoing constructions:
 - i. Soroti, Tororo and Rukungiri High Court buildings

- ii. Alebtong and Lyatonde Chief Magistrate Court buildings
- iii. Abim and Karenga Magistrate Grade 1 Court buildings
- b) Start the construction of:
 - i. Mbarara and Gulu Court of Appeal buildings (Phase 1)
 - ii. Hoima, Mpigi and Mukono-Annex High Court buildings (Phase 1)
 - iii. Amolatar, Nyarushanje, Katine and Bubulo Rakai Chief Magistrate Courts (Phase 1)
 - iv. Busembatia, Nyarushanje, Rubuguri and Adwari Magistrate Grade One Court (Phase 1) Institutional houses at Moyo, Karenga, Bukwo, Rubuguri, Bududa and Buhwejjju to accommodate Judicial Officers and staff in hard to reach areas.

18.6 Acquisition of land for construction of Courts

The Judiciary plans to process and acquire 30 land titles in areas earmarked for the construction of Court buildings across the country.

18.7 Procurement of more transport equipment

In order to facilitate Judicial Officers across the Courts especially in hard to reach areas, to facilitate locus visits and other adjudication functions of Courts the Judiciary will acquire:

- a. 45 Vehicles for Justices of Appellate Courts (14), Judges of the High Court (14), Registrars/Head of Department (4), Chief Magistrates (9) and Magistrates G1 (4);
- b. A boat for Courts in Buvuma island;
- c. 2 vehicles for field supervision;
- d. 50 motorcycles for process Service for Courts

18.8 Enhance use of Information and Communication Technology in the Courts

- a. The Judiciary plans to rollout Electronic Court Case Management Information System (ECCMIS) to 18 Court Stations (Criminal Division, Family Division, ICD, Jinja HC, Buganda Road, Standards, Utilities & Wildlife, Makindye, Nakawa, Luweero, Jinja, Natete/Rubaga, Entebbe, Nabweru, Kira, Bugembe, Kakira, Kagoma and LDC);
- b. Enhance handling of cases online through the use of Video Conferencing System installation of 2 Video Conferencing Systems at International Crimes Division and Anti-Corruption Division;

18.9 Development of Judgement Writing Tool

Complete the development of the Judgement Writing Tool for Judicial Officer. This tool will aid Judicial Officers during the process of judgement writing to guarantee the standard of the produced judgements.

18.10 Provision of Alternative Source of Power

Courts in remote areas face frequent load-shedding which interrupts Court operations and thus affecting the quality of judicial service delivery. Automation of Courts cannot be done with power supply disruptions.

- a. Procurement of 5 generators for High Court Criminal Division, Entebbe Chief Magistrate Court,

Nabweru Chief Magistrate Court, Wakiso Chief Magistrate Court and Nakawa Chief Magistrate Court;

- b. Procurement of Solar systems for 9 Courts - 5 Grade One Courts (City Hall, Kagoma, Kakira, Amolatar and Bugembe) and 4 Chief Magistrates Courts (Kira, Yumbe, Koboko and Patongo)

18.11 Procurement of furniture for Courts

The Judiciary plans to procure furniture for 31 Courts:

- a. 6 High Court Circuits and Divisions (Civil, Land, Anti-corruption, and International Crimes, Mbarara HC and Gulu HC)

- b. 25 Courts (Kanoni, Nyimbwa, Goma, Nyanga, Kalangala, Paidha, Otuke, Nwoya, Lamwo, Nakaloke, Nakisunga, Bwizibwera, Atanga, Apac, Kagadi, Bukomero, Kibaale, Buseruka, Kyangwali, Kakumiro, Kyankwanzi, Mbirizi, Kyazanga, Bukomansimbi, Kazo)

ANNEXES

Annex 1: Case Age Status by Court Level

Table 35: Overall Case Age by Case Type as at 30th June 2024

CASE TYPE	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
Anti-corruption	145	57	46	7	1	256	54	21.09
Commercial	3,011	1,180	1,494	130	21	5,836	1,645	28.19
Criminal	29,228	21,335	8,961	4,538	468	64,530	13,967	21.64
Civil	18,617	13,976	8,667	4,418	703	46,381	13,788	29.73
Family	7,548	2,139	2,605	439	48	12,779	3,092	24.20
International Crimes	17	10	11	6	0	44	17	38.64
Land	13,644	8,319	7,777	2,009	239	31,988	10,025	31.34
Execution	24	0	0	0	0	24	0	0.00
Total	72,234	47,016	29,561	11,547	1,480	161,838	42,588	26.32

Source: Monthly Case Returns.

Supreme Court

Table 36: Case age at the Supreme Court as at 30th June 2024

Case Type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
Criminal	111	103	208	88	32	542	328	60.52
Civil	157	84	52	6	0	299	58	19.40

Case Type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
Constitutional cases	22	3	2	2	0	29	4	13.79
Total Pending for Supreme Court	290	190	262	96	32	870	390	44.83

Source: Electronic Court Case Management Information System

Court of Appeal/ Constitutional Court

Table 37: Case Age at Court of Appeal/ Constitutional Court as at 30th June 2024

Case Type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%Age Backlog
Criminal	971	901	942	1,287	183	4,284	2,412	56.30
Constitutional cases	27	20	50	28	1	126	79	62.70
Civil	1,289	1,012	2,549	1,654	6	6,510	4,209	64.65
Election Cases	-	14	-	-	-	14	-	0.00
Taxation Application	97	72	1	-	-	170	1	0.59
Mediation Cause	117	87	-	-	-	204	-	0.00
Total Pending for Court of Appeal	2,501	2,106	3,542	2,969	190	11,308	6,701	59.26

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

High Court Divisions

Table 38: Case Age at High Court Divisions as at 30th June 2024

Case type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%Age Backlog
Anti-corruption	145	57	46	7	1	256	54	21.09
Commercial	2,996	1,175	1,470	114	21	5,776	1,605	27.79
Criminal	848	558	491	15	-	1,912	506	26.46
Civil	1,440	717	1,194	103	6	3,460	1,303	37.66
Family	1,898	1,115	1,800	313	28	5,154	2,141	41.54
International Crimes	17	10	11	6	-	44	17	38.64
Land	3,878	1,553	2,729	277	49	8,486	3,055	36.00
Total Pending for High Court Divisions	11,222	5,185	7,741	835	105	25,088	8,681	34.60

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

High Court Circuits

Table 39: Case Age of High Court Circuits as at 30th June 2024

High Court Circuits	Case Type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
Fort Portal - HCT	Civil	128	63	95	25	23	334	143	42.81
	Criminal	52	25	38	10	9	134	57	42.54
	Land	134	95	101	35	11	376	147	39.10
	Family	47	19	8	-	-	74	8	10.81

High Court Circuits	Case Type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
	Execution	11					11	-	0.00
	Total	372	202	242	70	43	929	355	38.21
Gulu - HCT	Criminal	192	164	190	87	6	639	283	44.29
	Civil	96	84	138	142	36	496	316	63.71
	Land	220	174	230	59	9	692	298	43.06
	Commercial	-	-	-	-	-	-	-	0.00
	Family	53	51	35	8	1	148	44	29.73
	Total	561	473	593	296	52	1,975	941	47.65
Jinja - HCT	Criminal	144	79	77	47	2	349	126	36.10
	Civil	290	212	322	166	72	1,062	560	52.73
	Land	26	38	72	52	17	205	141	68.78
	Family	54	40	60	31	14	199	105	52.76
	Total	514	369	531	296	105	1,815	932	51.35
Mbale - HCT	Civil	433	407	566	153	58	1,617	777	48.05
	Commercial	12	5	24	16	-	57	40	0.00
	Criminal	431	235	228	140	5	1,039	373	35.90
	Family	68	16	35	14	4	137	53	38.69
	Land	187	63	139	82	5	476	226	47.48

High Court Circuits	Case Type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
	Total	1,131	726	992	405	72	3,326	1,469	44.17
Mbarara - HCT	Criminal	386	222	572	450	133	1,763	1,155	65.51
	Civil	473	293	409	158	42	1,375	609	44.29
	Land	196	160	175	74	7	612	256	41.83
	Family	105	54	35	-	-	194	35	18.04
	Total	1,160	729	1,191	682	182	3,944	2,055	52.10
Masaka - HCT	Criminal	17	15	13	-	-	45	13	28.89
	Civil	140	87	121	47	12	407	180	44.23
	Family	171	71	28	-	-	270	28	10.37
	Land	192	136	144	49	15	536	208	38.81
	Total	520	309	306	96	27	1,258	429	34.10
Arua - HCT	Criminal	236	69	50	10	-	365	60	16.44
	Civil	87	79	119	98	101	484	318	65.70
	Family	32	32	22	5	1	92	28	30.43
	Land	246	196	257	66	10	775	333	42.97
	Total	601	376	448	179	112	1,716	739	43.07
Soroti - HCT	Criminal	260	159	170	36	-	625	206	32.96
	Civil	194	119	131	78	11	533	220	41.28

High Court Circuits	Case Type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
	Family	23	3	2	-	-	28	2	7.14
	Land	202	137	106	15	1	461	122	26.46
	Total	679	418	409	129	12	1,647	550	33.39
Lira - HCT	Criminal	86	173	409	547	8	1,223	964	78.82
	Civil	120	81	202	283	284	970	769	79.28
	Land	101	103	181	127	46	558	354	63.44
	Family	101	11	8	-	-	120	8	6.67
	Total	408	368	800	957	338	2,871	2,095	72.97
Kabale - HCT	Criminal	143	72	100	12	-	327	112	34.25
	Civil	50	34	56	14	-	154	70	45.45
	Family	23	11	4	-	-	38	4	10.53
	Land	130	82	58	9	-	279	67	24.01
	Total	346	199	218	35	-	798	253	31.70
Masindi - HCT	Civil	130	57	97	42	14	340	153	45.00
	Land	120	59	103	91	52	425	246	57.88
	Criminal	89	46	49	3	1	188	53	28.19
	Family	23	12	4	-	-	39	4	10.26
	Total	362	174	253	136	67	992	456	45.97

High Court Circuits	Case Type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
Mubende - HCT	Criminal	219	145	445	77	-	886	522	58.92
	Civil	58	29	43	12	10	152	65	42.76
	Family	95	78	69	16	-	258	85	32.95
	Land	185	113	254	159	9	720	422	58.61
	Total	557	365	811	264	19	2,016	1,094	54.27
Mukono -HCT	Criminal	276	290	363	225	3	1,157	591	51.08
	Civil	439	221	548	259	-	1,467	807	55.01
	Land	384	300	631	318	-	1,633	949	58.11
	Family	136	74	93	24	-	327	117	35.78
	Total	1,235	885	1,635	826	3	4,584	2,464	53.75
Mpigi - HCT	Criminal	140	191	265	29	-	625	294	47.04
	Civil	58	44	30	12	-	144	42	29.17
	Family	159	86	109	28	-	382	137	35.86
	Land	424	241	246	142	-	1,053	388	36.85
	Total	781	562	650	211	-	2,204	861	39.07
Hoima - HCT	Criminal	489					489	-	0.00
	Civil	390					390	-	0.00
	Land	658					658	-	0.00

High Court Circuits	Case Type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
	Family	32					32	-	0.00
	Total	1,569	-	-	-	-	1,569	-	0.00
Luwero - HCT	Civil	466					466	-	0.00
	Family	445					445	-	0.00
	Land	1,298					1,298	-	0.00
	Criminal	650					650	-	0.00
	Total	2,859	-	-	-	-	2,859	-	0.00
Moroto - HCT	Civil	38					38	-	0.00
	Land	65					65	-	0.00
	Criminal	216					216	-	0.00
	Family	9					9	-	0.00
	Total	328	-	-	-	-	328	-	0.00
Tororo - HCT	Civil	149					149	-	0.00
	Family	68					68	-	0.00
	Land	277					277	-	0.00
	Criminal	218					218	-	0.00
	Total	712	-	-	-	-	712	-	0.00
Rukungiri - HCT	Civil	221					221	-	0.00
	Land	53					53	-	0.00

High Court Circuits	Case Type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
	Criminal	146					146	-	0.00
	Family	21					21	-	0.00
	Commercial	1					1	-	0.00
	Total	442	-	-	-	-	442	-	0.00
Iganga - HCT	Civil	577					577	-	0.00
	Land	674					674	-	0.00
	Criminal	1,124					1,124	-	0.00
	Family	91					91	-	0.00
	Commercial	2					2	-	0.00
	Total	2,468	-	-	-	-	2,468	-	0.00
Bushenyi - HCT	Civil	358					358	-	0.00
	Criminal	502					502	-	0.00
	Family	75					75	-	0.00
	Land	179					179	-	0.00
	Total	1,114	-	-	-	-	1,114	-	0.00
Kiboga - HCT	Criminal	268					268	-	0.00
	Civil	54					54	-	0.00
	Family	13					13	-	0.00

High Court Circuits	Case Type	under 1 year	Greater than 1 but less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Total Case Backlog	%age Backlog
	Land	223					223	-	0.00
	Total	558	-	-	-	-	558	-	0.00
Kitgum - HCT	Criminal	388					388	-	0.00
	Civil	135					135	-	0.00
	Family	23					23	-	0.00
	Land	198					198	-	0.00
	Total	744	-	-	-	-	744	-	0.00
Kasese - HCT	Criminal	122					122	-	0.00
	Civil	133					133	-	0.00
	Execution	13					13	-	0.00
	Family	15					15	-	0.00
	Land	81					81	-	0.00
	Total	364	-	-	-	-	364	-	0.00
Grand Total for High courts		20,385	6,155	9,079	4,582	1,032	41,233	14,693	35.63

Source: Court Case Administration System

Table 40: Case Age Status for Chief Magistrates Courts, Magistrates Grade One Courts and Grade Two Courts as at 30th June 2024

Magistrate Courts	Case Type	under 1 year	Greater than 1 but Less than 2 years	Between 2 and 5 years	Between 5 and 10 years	above 10 years	Total Pending	Backlog	%age Backlog
Chief Magistrate Courts	Criminal	11,505	13,250	2,813	1,261	86	28,915	4,160	14.39
	Civil	7090	7633	1748	1070	27	17,568	2,845	16.19
	Family	3235	135	198	0	0	3,568	198	5.55
	Land	1972	4282	1742	421	8	8,425	2,171	25.77
	Total	23,802	25,300	6,501	2,752	121	58,476	9,374	16.03
Magistrate Grade I	Criminal	8692	4519	1533	214	0	14,958	1,747	11.68
	Civil	3124	2504	194	66	0	5,888	260	4.42
	Family	528	329	95	0	0	952	95	9.98
	Land	1334	583	609	33	0	2,559	642	25.09
	Total	13678	7935	2431	313	0	24,357	2,744	11.27
Magistrate Grade II	Criminal	307	119	5	0	0	431	5	1.16
	Civil	37	20	0	0	0	57	0	0.00
	Family	5	2	0	0	0	7	0	0.00
	Land	7	4	0	0	0	11	0	0.00
	Total	356	145	5	0	0	506	5	0.99

Grand Total		37,836	33,380	8,937	3,065	121	83,339	12,123	14.55
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Annex 2: The Judiciary projects

Table 41 Summary on the status of projects implemented in the financial year 2023/24

Project	Funder	Implementing department	Planned Outputs for Quarter	Intervention	Activity	Progress
Supreme Court and Court of Appeal Buildings Project	GOU	CETS			Construction of the Supreme Court building	Completed
					Construction of the Court of Appeal building	Completed
					Construction of Soroti High Court	at second-floor walling
					Construction of Rukungiri High Court	at plastering
					Construction of Tororo High Court	contract awarded and works expected to commence
					Construction of Alebtong Chief Magistrate Court	at the roofing stage
					Construction of Lyantonde Chief Magistrate Court	at plastering and fitting of windows stage
					Construction of Budaka Chief Magistrate Court	at painting, tiling and external works;
					Construction of Abim Grade One administration building	at the roofing stage and Court hall at the substructure level;
					Construction of Karenga Grade One Court	at the roofing stage;

Project	Funder	Implementing department	Planned Outputs for Quarter	Intervention	Activity	Progress
					Construction of Patongo Grade One Court	Completed
Retooling Project	GOU					
Land Justice Project Phase 2	World Bank (CEDP)	Library	Law books procured	Procurement of law books	Delivery of law books (Red Volumes 7th Edition)	The delivery of the law books (Red Volumes 7th Edition) would be done on 27th June 2024.
			Compendium procured	Procurement of compendium	Delivery of compendium	The compendium would be delivered later since they would not be ready by then.
		ICT	11 Video conferencing systems installed	Installation of video conferencing systems	Supply of the eleven sets of video conferencing systems	The signed Contract for supply of the eleven sets of video conferencing systems funded by Competitiveness & Enterprise Development Project (CEDP) - World Bank was effective 30th April, 2024. The Supplier delivery time was earliest 3 month and latest 4 months. This means that the expected delivery and installation period is July – August 2024. The Contract Manager was appointed and Members communicated to.
			ECCMIS Integrated & Data Exchanged	ECCMIS Integration & Data Exchange	ECCMIS Standard API (Interface) for Data Exchange	Completed
					ECCMIS and ODPP Procamis System is under Implementation on the UG-Hub (Government Integration platform	Testing stage

Project	Funder	Implementing department	Planned Outputs for Quarter	Intervention	Activity	Progress
					ECCMIS and Ministry of Lands (NLIS) System	Testing Stage
					ECCMIS and NIRA ID System Exchange Points on UG-Hub	Implementation Stage
Governance and Peace Strengthening (GPS) Programme	UNDP	Under Secretary	Enhanced gender responsive institutional capacity for justice, law, and order stakeholders.	Gender equality seal certification for the Judiciary conducted	Conduct gender equality seal certification for the Judiciary.	The Judiciary on Tuesday 23rd July 2024 submitted the revised work plan and 3 concept notes and budgets on;
						a. Family Justice Symposium.
						b. Roll-out and strengthening of Alternative Dispute Resolution.
						c. Holding court open days in Mubende, Mbale, Jinja and Mukono. We await the response from UNDP.
		CR		Symposium on Family Justice held	Hold a symposium on Family Justice	Concept note submitted to UNDP.
		PRO		Sensitise and publicise Court processes including ADR in dispute resolution	Conduct Court Open days in Mubende, Mbale, Jinja and Mukono	Concept note submitted to UNDP.
		PRO			Produce IEC materials	Concept note submitted to UNDP
		ICT	Improved and equitable access to justice through digitalization of targeted institutions.	E-Justice infrastructure in place (Mukono High Court Circuit and Prison)	Conduct assessments on the use of video conferencing systems	UNDP has procured video conferencing system for Mukono High Court and prison

Project	Funder	Implementing department	Planned Outputs for Quarter	Intervention	Activity	Progress
		ICT			Procure Video conference equipment	
		ICT			Install and test Video conference system	
		JTI			Train officers	
		PRO		Public engagement and launches of Video conference system	Media engagements	Concept note submitted to UNDP.
				(Jinja, Mubende, Mbale & Mukono District)		
		PRO			Conduct court open days in Jinja, Mubende, Mbale and Mukono.	
		ICT			High level launch activities of Video Conference system in Jinja, Mubende, Mbale & Mukono	
		ADR Registrar/ JTI	Strengthened application of gender inclusive alternative dispute resolution and transitional justice mechanisms.	Roll out of Alternative Dispute Resolution Strategy and transitional Justice policy	Train and accredit mediators	Concept note submitted to UNDP
		ADR Registrar			Conduct mediation settlement week	
		ADR Registrar/ Communication			Conduct Public sensitisation on ADR at the Family Division (Family Justice Week)	
		ADR Registrar/ Communication			Hold TV and Radio talk shows on ADR	

Project	Funder	Implementing department	Planned Outputs for Quarter	Intervention	Activity	Progress
		RPD	Effective programme and projects management, partnership and advisory support promoted.	Monitoring and evaluation (including mid-term and end of term evaluation) to track progress, draw lessons and facilitate knowledge building and management as well as research and South-South exchange.	Monitoring and evaluation (including mid-term and end of term evaluation) to track progress, draw lessons and facilitate knowledge building and management as well as research and South-South exchange.	Workplan submitted
		PRO		Strengthen advocacy to communicate the programme knowledge products, UNDP support and promote visibility of interventions, support to international days like Int. Democracy Day	Strengthen advocacy to communicate the programme knowledge products, UNDP support and promote visibility of interventions, support to international days like Int. Democracy Day	Workplan submitted
Strengthening Crime Prevention and Criminal Justice in Uganda	UNODC	JTI	Court systems enabled and strengthened to ensure more effective and independent administration of justice, and enhanced integrity, professionalism and accountability through effective court	Develop training modules, tools, manuals and training materials for the judiciary on complex and emerging crimes as well as streamlining, strengthening and digitalizing training for the Judicial	Conduct Training Needs Assessment to inform the development of modules/curriculum on complex and emerging crimes	To be conducted by JTI in 2025
		RPD			Hold 2 validation meetings for the findings and recommendations	To be conducted by JTI in 2025

Project	Funder	Implementing department	Planned Outputs for Quarter	Intervention	Activity	Progress
		JTI		Provide technical assistance to judges, magistrates and other court personnel through capacity building, mentorship and advisory assistance to discharge their functions efficiently and effectively with emphasis on judicial ethics and respect for human rights.	Train 50 Chief Magistrates and Magistrates Grade I on non-custodial measures (Residential 3nights)	Tentative dates of 4th -5th September 2024 have been agreed
		JTI			Train 30 Judicial Officers and Court Users on Case Management rules (Residential 3 nights)	To be conducted by JTI in October 2024
		JTI			Training of the anti-corruption division judicial officers and key stakeholders on the current trends of digital forensic evidence (30 people 3 nights)	To be conducted by JTI in October 2024
		PRO			Conduct two District Coordination Committee Meetings in Masaka, Mbarara, Arua and Mbale	Dates to be agreed on
		JTI		Support Judiciary interventions intended to open court processes for inclusive active citizen engagement and participation (court outreach, open and publicized court proceedings, public awareness campaigns etc).	Conduct Training Needs Assessment to inform the development of modules/curriculum on complex and emerging crimes	The modalities and procurement of a consultant to be agreed between the Judiciary and UNODC

Project	Funder	Implementing department	Planned Outputs for Quarter	Intervention	Activity	Progress
		CR		Support Judiciary interventions intended to open court processes for inclusive active citizen engagement and participation (court outreach, open and publicized court proceedings, public awareness	Support to conducting a National Court Open Day in Kampala	Conducted on 15th April 2024
		ICT		Provide equipment and software to strengthen the operations of the judiciary, e.g. case management, digital Court recording and transcription systems	Court Recording & Transcription equipment for ICD & Criminal Division and Simultaneous translation equipment for ICD	Procurement process is ongoing by UNODC
		ICT	Support the speedy delivery of justice through electronic and online approaches, connecting courts, prosecutors, legal aid service providers and prisons for timely and user-centred justice.	Support the further roll-out of audio – video Conferencing for court proceedings and adjudication of cases to address prison overcrowding and case backlog. (2 Courts and 2 prisons)	Procure Video conferencing systems for Chief Magistrates Courts of Patongo, Kalangala and Iganga with their respective prisons.	Procurement process is ongoing by UNODC
		CR	Current legal framework reviewed	Support to the development of a legal guidance document for forestry crime		The revised work plan with a budget to be submitted by UNODC by August 2024

Project	Funder	Implementing department	Planned Outputs for Quarter	Intervention	Activity	Progress
Combating deforestation and forest degradation in Uganda through the criminal justice system						
		PRO	Improved capacity to investigate and prosecute forest crime and related offenses	Sensitisation of judiciary and support to environmental courts		
		CR	Improved interagency cooperation, exchange of information and coordination to jointly respond to forest crime and deforestation	Promotion of international law enforcement cooperation with countries of origin, transit or destination in Africa and Asia (WIRE+)		



THE JUDICIARY

FIVE STEPS TO BAIL REFUND

STEP 1

Apply in writing to the Court that granted the bail. Contents of the application should include; the full name of the applicant, address, phone contact and bank account details/Mobile Money number registered in the name of the applicant.



STEP 5

The signed requisition for bail refund is then delivered by a Staff of the Court to the Permanent Secretary/Secretary to the Judiciary for processing of the refund directly to the account of the applicant.

STEP 2

Attach to the application, the original bail bond form received from Court, the original general receipt that was issued by Court and the original URA acknowledgement receipt (where applicable).

STEP 4

The Cashier of the Court shall prepare a requisition for the refund with the aforementioned documents addressed to the Permanent Secretary/Secretary to the Judiciary. This requisition is signed and submitted by the Head of the Station, and not the applicant.

STEP 3

The Court where the application is made shall extract the Court order for the bail refund. The same shall be signed, sealed by the Judicial Officer and attached to the application.

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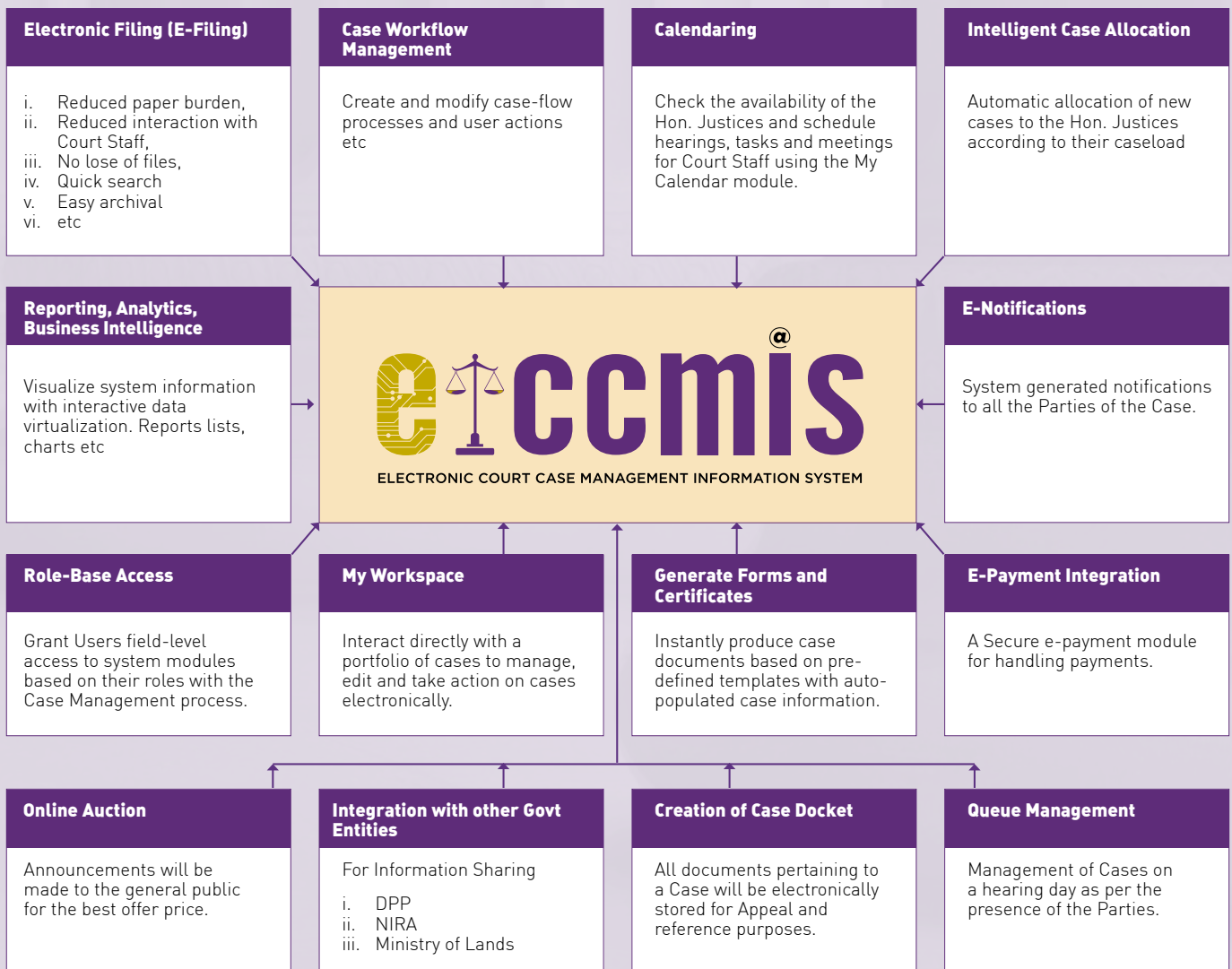
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