



# THE 25<sup>TH</sup> ANNUAL JUDGES' CONFERENCE REPORT

THEME: **A PEOPLE CENTERED APPROACH TO JUSTICE**

5TH FEBRUARY - 8TH FEBRUARY 2024

HELD AT: KAMPALA SERENA HOTEL



*Judges from High Court Circuits pose for a picture with HE the Vice President, the Rt. Hon Speaker, The Hon. The Chief Justice, the Minister of Justice & Constitutional Affairs, The Hon. Principal Judge, and the Chairperson Governing Council of the JTI*

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- Hon Lady Justice Damalie N. Lwanga
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## **ABBREVIATIONS**

ADR:	Alternative Dispute Resolution
AI:	Artificial Intelligence
AJS:	Alternative Justice System
DNA:	Deoxyribonucleic Acid
ECCMIS:	Electronic Court Case Management Information System
ECHR:	European Court of Human Rights
FHRI:	Foundation for Human Rights Initiative
GSP:	Governance and Security Program
ICAMEK:	International Centre for Arbitration and Mediation in Kampala
ICT:	Information & Communications Technology
JCOA:	Justice of the Court of Appeal
JHC:	Judge of the High Court
JLOS:	Justice and Law Order Sector
JSC:	Justice of the Supreme Court
JTI:	Judicial Training Institute
KPIs:	Key Performance Indicators
KS:	Kaposi Sarcoma
ODPP:	Office of the Director of Public Prosecution
OECD:	Organisation for Economic Co-operation and Development
PEC:	Performance Enhancement Committee
PET:	Performance Enhancement Tool
PFM:	Public Financial Management
SDGs:	Sustainable Development Goals
TNA:	Training Needs Assessment
UCI:	Uganda Cancer Institute
WHO:	World Health Organisation

## **EXECUTIVE SUMMARY**

The Judiciary holds an Annual Judges' Conference at the beginning of every year to discuss the Courts' performance in the preceding year, and draw a roadmap for the current year's activities. In addition to the above, topical issues are addressed in the Conference, facilitated by a keynote speaker and other stakeholders knowledgeable in different topics, to inform better performance in the Administration of Justice.

The 2024 Annual Judges' Conference was held from 5th February to 8th February, 2024 at Kampala Serena Hotel under the theme: "A people - Centered Approach to Justice." This theme was carefully selected to facilitate a discussion surrounding the administration of Justice constitutional principle that judicial power is executed in the name of the people and in conformity with the laws, norms and aspirations of the people stipulated in Article 126(1) of the Constitution of the Republic of Uganda.

Dr. Livingstone Ssewanyana, Executive Director of the Foundation for Human Rights Initiative (FHRI), delivered the keynote address on "A People-centered Approach to Justice". The presentation looked at Uganda's current justice delivery model. It highlighted that access to Justice is foreign to the ordinary person. It however applauded the recent tremendous changes and innovations in the dispensation of Justice. The speaker emphasized the need to continue building a more effective, accountable and inclusive institution.

After his keynote address, other facilitators from the Judiciary, the legal fraternity, the public service and members of the public discussed the different Conference topics.

This report captured the proceedings of the 25th Annual Judges' Conference 2024, wherein several recommendations were made for a more efficient, effective and inclusive Judiciary which enables Access to Justice for all.

Delegates at the Conference left with a positive attitude that is hoped will contribute to better performance of the Judiciary.

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## **ACKNOWLEDGEMENTS**

The 25th Annual Judges Conference, 2024, was successful due to the efforts and contributions of different stakeholders.

Sincere appreciation is extended to Her Excellency, the Vice President of the Republic of Uganda, who graced the Conference as the Guest of Honour at the Opening Ceremony, and Dr Livingstone Ssewanyana, the Executive Director, FHRI, who delivered the keynote address. We further applaud the Rt. Hon Speaker of Parliament who presided over the Closing Ceremony, after attending the Opening Ceremony also.

Gratitude is conveyed to the Hon., The Chief Justice, for his leadership and guidance; and the Permanent Secretary / Secretary to Judiciary who ensured the availability of all the necessary resources for the successful organisation of the training.

The crucial role of the stakeholders in the Governance and Security Program (GSP), formerly the Justice and Law Order Sector (JLOS), who rendered support and contributed to facilitating the Conference in different ways, is much appreciated. The Conference delegates benefited from the speakers and panelists who shared their knowledge and experience on the selected topics.

Special thanks go to the committed organising committee headed by the Chairperson Governing Council JTI, which tirelessly coordinated the conference activities and ensured the Conference was successful.

Lastly, to the outstanding delegates who attended and participated in the conference programme till the end, we commend your dedication and patience during the conference period.

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## **THE CONFERENCE**

At the 25th Annual Judges Conference, His Lordship Justice Mike Chibita, Chairperson Governing Council of the JTI and Her Lordship Justice Damalie N. Lwanga, the Executive Director JTI were responsible for the Programme, Coordination and Efficiency of the Conference. The Chief Registrar HW Sarah Langa Siu was the Master of Ceremonies and was assisted by the Registrar in charge of Public Relations HW Ereemye James Jumire Mawanda, while the Registrar JTI HW Katushabe Prossy was the coordinator of the Conference activities.



***Hon Justice Mike Chibita  
(JSC)***



***Hon. Justice Damalie N. Lwanga***



***HW Sarah Langa Siu***



***HW Ereemye James  
Jumire Mawanda***



***HW Katushabe Prossy***



## OPENING CEREMONY



***Hon. Lady Justice Faith  
Essy Mwendha (JSC).***

The opening ceremony started with a prayer led by Hon. Lady Justice Faith Essy Mwendha (JSC).

The Chief Registrar, HW Sarah Langa Siu, the Director of Ceremonies, welcomed the Conference participants and the guests to the Conference. She recognised the guests and laid down the protocol, and introduced the various guests present to the Guest of Honour.

She then invited the Chairperson Judicial Training Institute Governing Council, Hon. Justice Mike Chibita, to give his welcoming remarks.

### **Welcoming Remarks by the Chairperson, Governing Council of the Judicial Training Institute, Hon Justice Mike Chibita (JSC)**



***Hon Justice Mike Chibita  
(JSC)***

Hon Justice Mike Chibita (JSC) started his remarks by welcoming all guests to the Conference. He thanked the Vice President for coming to officiate at the Opening Ceremony.

He welcomed all the Justices and Judges attending the Conference for the first time. He congratulated those who were promoted, including Justices Bamugemereire and Monica Mugenyi to the Supreme Court and Justices Margaret Tibulya, Moses Kawumi and Oscar Kihika to the Court of Appeal. He also congratulated those who excelled in academia, specifically Dr. Nakibuule, who received a Doctorate of Laws; Justice Lillian Tibatemwa Ekirikubinza and Justice Egonda Ntende, who received Honorary Doctorates.

He thanked the organising committee and the Judiciary Top Management for their support in successfully organising a conference. He also thanked the participants, the facilitators and the guests for honouring the invitations and committing time to be at the Conference.



**Remarks by the Hon. Minister of Justice and Constitutional Affairs, Hon Norbert Mao.**



***Hon. Norbert Mao***

citizens in the Judicial System.

Hon. Norbert Mao congratulated the judiciary for being able to draw everybody that matters in one room. He emphasised that this represents the biblical rope of three strands that cannot easily broken.

He noted that the parliament has equipped the judiciary with all financial, technical and human resources, and there should be no excuses. He emphasised that the courts should deliver Justice promptly in order to enhance the confidence of the

He observed that the judiciary has to be independent. However, the courts should be able to accept criticism.

He called upon senior judicial officers to empower junior officers to follow their oaths; and the inspectorate of courts to up its game and make sure that cases take little time to pass judgement, as delayed judgments raise suspicion.

He mentioned that it is wrong to condemn judges based on judgements only without considering the whole process and all stakeholders. He reiterated that it is terrible for a judge to be removed from their seat to propel political purposes. He added that impeaching judges based on public labels or perceptions or attacking judges physically or verbally is uncalled for, but reiterated that it is essential to maintain Judicial independence to acquire judicial accountability.

**Address by the Hon. the Chief Justice - Hon. Justice Alfonse Chigamoy Owiny – Dollo**



***Hon Justice Alfonse  
Chigamoy Owiny – Dollo.  
The Hon. the Chief Justice***

The Chief Justice, Hon Justice Alfonse Chigamoy Owiny - Dollo started his address by welcoming Her Excellency the Vice President to the Judiciary's 25th Annual Judges' Conference. He welcomed all the guests, participants and the facilitators from various parts of the Country and the Region. He specially welcomed Hon. Justice Dr Angelo K. Rumisha from the Judiciary of Tanzania. Justice Owiny Dollo congratulated the new members of the Judiciary and welcomed them to the Judiciary family.

He noted that the conference theme was in tandem with the quest for Justice for all, which the Judiciary has purposed to achieve through its current transformation agenda.

Justice Owiny Dollo noted that the Conference sought to advance the performance of the Superior courts by sharing experiences and best practices, creating mutual linkages with colleagues, and discussing current reforms and innovations in law and practice, with the sole purpose of meeting the expectations and aspirations of the people they serve.

The Chief Justice reported that the Judiciary registered enormous achievements in the previous year since they started implementing the Administration of the Judiciary Act, 2020.

He appealed to the Justices to be guided in the transformation Agenda by the Judiciary Strategic Plan. He noted that the Judiciary has continued to refine laws and regulations that directly impact Justice's administration.

He informed Her Excellency that the Judiciary has continued to popularise and implement reforms in the delivery of Justice Services such as an Alternative Dispute Resolution drive to ensure meaningful Justice is widely delivered and enhanced throughout the Country.

He expressed gratitude for the Executive's commitment to the Justice needs of the people of Uganda and assured Her Excellency that the Judiciary will put the funds advanced this financial year to good use.

The Chief Justice concluded his remarks by thanking Her Excellency for committing her time to attend the event; he also thanked all the dignitaries who graced the occasion, the distinguished facilitators, the development partners, and the participants for sparing their time to be at the Conference, top management and the JTI team led by the Chairperson of the Governing Council of the JTI for organizing the Conference.

**Official opening by the Guest of Honour, The Vice President of the Republic of Uganda - Her Excellency Major Jessica Alupo (Rtd.)**



***H.E Major Jessica Alupo (Rtd.)  
The Vice President of the  
Republic of Uganda***

The Vice President of the Republic of Uganda, Her Excellency Major Jessica Alupo (Rtd.), adopted a protocol already observed. She stated that she was grateful to participate in an event where all arms of Government were represented, with the Judiciary at the center.

The Vice President observed that the presence of all arms of Government depicts that government business is well coordinated, harmoniously executed and collectively comprehended by all three arms of Government. She encouraged all to move in this direction to serve the citizenry and eliminate corruption, disease, unemployment, poverty, crime, illiteracy, under-development, among others.

She conveyed warm greetings from His Excellency the President of Uganda, General Yoweri Kaguta Museveni.

The Vice President emphasised that the people legitimise judicial power. Therefore, the courts should exercise this power in the people's name by considering their values, norms, traditions and aspirations. She stated that the people of Uganda would like the timely resolution of disputes, respect and simplified processes.



*The Vice President of the Republic of Uganda - Her Excellency Major Jessica Alupo (Rtd.) at the Official opening of the 25<sup>th</sup> Annual Judges Conference*

She also reminded the delegates to adhere fully to the principles of the judicial code of conduct: integrity, independence, impartiality, propriety, equality, confidence and diligence. She encouraged the judicial officers to stand by their oath on the assumption of duty and unleash justice without fear, favour, ill will or affection. She hoped that the feedback from this conference would help the Judiciary to do better and serve the people of Uganda with diligence.

She reiterated the Government's commitment to supporting the Judiciary to build robust systems. She stated that the Government further commits to respecting court orders since Courts are independent in their operations and must be allowed to function as such.

She shared that the Government appreciates the progressive achievements registered by the Judiciary over the recent years - the increased use of ICT in adjudication, decreased case backlog, increased court coverage country-wide,

and increased staffing levels. She congratulated the Judiciary on these achievements. She wished all a fruitful conference and declared the Annual Judges' Conference open.

## **KEYNOTE ADDRESS; A PEOPLE CENTERED APPROACH TO JUSTICE**



***Keynote speaker - Dr. Livingstone Ssewanyana***



***Session Chairperson - Hon Lady Justice Elizabeth Musoke (JSC)***

While introducing his address, Dr. Livingstone Ssewanyana highlighted the international human rights and policy framework emphasising human freedom and dignity. He said that these are the hallmarks of the rights to equal treatment, protection, public hearing by an independent and impartial tribunal, the presumption of innocence, and the right to legal assistance. He stated that regardless of how much equality, justice, and fairness are intrinsic to us all as human beings, only the wealthy can enforce them. He contextualised the Ugandan population which he noted is an ever-fast growing population, with 41.7% of the people living below the poverty line. He added that the country grapples with a high illiteracy rate, unemployment, gender inequality, high crime rates, corruption, and lack of timely justice delivery.

He pointed out that the country inherited a common law system alien to most people. The people perceive the system as rigid and faceless, rules-based, distant and blind to everyday reality, and thus largely inaccessible. He highlighted a growing recognition that justice systems are not fit for purpose, deter people and economies from reaching their full potential, exacerbate inequality and exclusion, and ultimately negate trust and social cohesion.

He argued that the key question justice providers should reflect on is: *What do people need and want when seeking Justice?* He stated that a People-centered approach to Justice is the answer to access to Justice for all. He observed that a People-centered justice approach has three interconnected pillars: user-centered, data-driven, and solutions-oriented.

He shared the Organisation for Economic Co-operation and Development (OECD) Framework; and Good Practices and Principles on People-centered Justice to the participants.

Dr. Ssewanyana discussed the benefits of a People-Centered Approach to Justice. These included: - Bridging the justice gap, Enhancing trust, improving access to Justice, offering effective solutions, Empowering approach, Reducing case backlog, and a Holistic Approach.

He concluded that people-centered access to Justice recognises that people are both at the *core* of the problem and the *key* to its resolution. He stated that the approach puts the justice user at the center of Justice to ensure that the future is fairer and more resilient for everyone. He added that the approach has the potential to contribute to improved relationships, healthier lives, economic benefits and better outcomes.

Dr. Ssewanyana gave some recommendations to the Judiciary, which included:- Having a complete mindset change which will include improving the institution's Customer Care, strengthening soft skills among judicial officers, reducing existing red tape, building more staff capacity, introducing an annual Country Justice Needs Perception Survey/ a Rule of Law Index or Client Satisfaction Survey, generating People-centered justice data that will provide an empirical basis for action, use ICT to cater for the provision of information (court proceedings, guidelines and systems). He ended by reminding the administrators to constantly evaluate the system to cater to the ever-changing needs of the people.

## **PLENARY**

*The delegates made the following comments/ contributions during the plenary.*

**Hon. Lady Justice Margaret Mutonyi (JHC)** highlighted the need to review the committal process. She noted that some suspects spend a long time on remand, yet their case files show no offense. She recommended a change in the process where magistrates' courts handle a pre-trial hearing to determine whether a case file has all the evidence that necessitates a trial in the High Court.

**Hon. Lady Justice Olive Kazaarwe (JHC)** noted that Judicial officers work in a team. She recommended focusing on achieving mindset change for all stakeholders in the justice system, including all the judicial service staff.

**Hon. Justice Oscar Kihika (JCOA)** observed that the common law system is from a British Common man. He stated that the Ugandan ordinary person finds the system foreign. He said that the public assesses judicial officers using foreign concepts different from their society's social norms. He recommended a need for a paradigm shift in the justice system to be tailored to fit the Ugandan context. Justice Kihika also added that the presence of a high number of poor people in the prison system is a worldwide problem.



**Hon. Justice Muzamiru Kibeedi (JCOA)** noted that there is a perception that the Judiciary can solve justice challenges single-handedly. He observed the interconnectedness of a people-centered approach in all ways of life. He called for all sectors to unite to solve the issues. He called for a need to resolve practical challenges, for example, how to sieve out important cases and handle them promptly.

**Hon. Justice Wilson Kwesiga (Rtd JHC)** pointed out that the Judiciary system has numerous cases that lack merit and should not be in court. He observed that one should not compare Ugandan Judges to Judges in first-world countries since both work in different realities. He called for a society mindset change that recognises the ordinary person and other justice players' role in achieving access to justice. He stated that the Judiciary comes at the tail end of the justice system and, therefore, cannot solely be responsible for the limited access to justice.

**Hon. Justice Christopher Izama Madrama (JSC)** stated that the people have a role in limiting access to justice. He observed that people are involved in corruption, bribery and forgeries. He said that castigating the Judiciary alone is improper. He called for repositioning the Local Council Courts to propel a people-centered system.

## **PRESENTATIONS ON THE PERFORMANCE OF APPELLATE COURTS**



***Presenter - Hon. Justice Richard Buteera, The Deputy Chief Justice***



***Presenter - Hon. Lady Justice Prof. Lillian Tibatemwa Ekirikubinza (JSC)***



***Session Chairperson - Hon. Lady Justice Catherine K. Bamugemeire (JSC)***

### **The Supreme Court**

Hon. Lady Justice Prof. Lillian Tibatemwa Ekirikubinza (JSC) started her presentation by observing that the Supreme Court is established under Article 129(a) of the 1995 Constitution of the Republic of Uganda and the final Court of Appeal. She added that the Court is a court of the first instance and the final Court in Presidential Election matters. She said that the Court is the first appellate Court in constitutional matters and the second appellate Court in criminal and civil cases. She noted that the Court had nine justices and eagerly awaited the two designated justices: Hon. Lady Justice Catherine K.

Bamugemereire and Hon. Lady Justice Monica Kalegyira Mugenyi. She paid tribute to the late Hon. Lady Justice Stella Arach Amoko. She recognised her contribution to the Republic of Uganda as a State Attorney in the Ministry of Justice and as a judge and Justice in the Judiciary.

She mentioned that the Court calendar recognises two court vacations: 1st August to 31st August and 23rd December to 7th January of 2024. She highlighted that in 2023, the Court heard 152 appeal cases and 198 appeals pre-hearings. She noted that the most significant number of appeals are criminal matters.

She reported that the Court brought forward 760 cases into 2023, registered 275 cases, completed 120 cases and carried forward 915 into 2024.

She highlighted that the Court could not deal with Constitutional Appeals because of the lack of Coram. She reiterated that with the newly "appointed" 2 Justices, the Court could handle 18 out of the 24 pending Constitutional Appeals.

Justice Ekirikubinza observed that with the introduction of the Electronic Court Case Management Information System (ECCMIS), which facilitates the online filing of cases, the Justices could access the relevant court records in real time and appraise themselves of the subject matter. As part of case management, the Judicial Training Institute has continuously built the capacity of the Justices, Registrars, Magistrates, and Clerks by using the Electronic Court Case Management Information System (ECCMIS) to handle matters efficiently.

She shared the challenges faced by the Court, including: - the absence of lower court records or delay in delivering lower court records, lack of Coram, inadequate office equipment, and limited space at the rented Nakasero premises that does not cater for required office space, archives, robbing rooms, facilities for people with disabilities among others. She also noted that the Court needed more funding to run the operations of the Court smoothly. She made an outcry for the inadequate facilitation of the State Brief program, which pays only UGX 200,000/= per case. She concluded by stating that the Court also process service transportation and a standby vehicle for the Justices.

She recommended that the Registrars of the Supreme Court, the Court of Appeal, and the Commissioner General of Prisons continue to liaise on criminal appeals to ensure that court records are updated and promptly brought to the Supreme Court.

She noted that the Court is keenly aware of the negative impact of the lack of premises and Coram on Justice dispensation. She promised that the Court planned to conduct more sessions to alleviate the suffering of stakeholders.



She noted the need to enhance staff competence through periodic skills training. She concluded her presentation by thanking the Hon., the Chief Justice, for steering the Court's business. She applauded her colleagues, the Justices, the Registrars, the Research Officers, and all Staff attached to the Court for their extreme cooperation and commitment towards achieving our goals. She looked forward to high cooperation and efficiency in achieving better results in 2024.

### **The Court of Appeal/Constitutional Court**

Hon. Justice Richard Buteera, the Deputy Chief Justice, presented that the Court of Appeal is the 2nd highest Court in Uganda and handles appeals from High Court circuits and divisions nationwide. He shared that the Court has 4 registries: Civil, Constitutional, Criminal and Appellate Mediation. For the period under review, the Court brought forward 8,027 cases, registered 3,288 cases, disposed of 1,172 cases and carried 10,143 cases into 2024. The Court conducted the following activities intended to enhance its performance in the year ended, including holding sessions both in Kampala and upcountry, Court Users' Committee meetings, Stakeholder Engagements, and weekly and quarterly Justices' meetings and social engagements, including visits to Justice Seth Manyindo and late Justice Kenneth Kakuru's family.

The Court's human resource comprises Justices of Appeal headed by the Deputy Chief Justice, Registrars, Magistrates and other non-judicial officers. At the end of 2023, the Court had 12 justices of Appeal, including the Deputy Chief Justice. Cases in the Civil Registry include Election Petition Appeals, Civil Appeals, Civil Applications, Civil References, Election Petitions, Election Applications, Taxation References, Taxation Applications and Execution Applications. Daily hearings are preferred, save for single Justice Applications. In 2023, cases brought forward in the Civil Registry were 4,129, those registered were 2,366, completed cases were 519, and 5,964 are still pending.

A Deputy Registrar heads the Registry, which deals with Constitutional Petitions, Applications and References. The Registry brought 216 cases forward from 2022, Registered 82, disposed of 161, and pending files are 137. Holding four (4) Constitutional Court sessions in the year resulted in the disposition of more cases in 2023 compared to the previous year.

In the criminal Registry, the Court held 11 criminal sessions: three (3) in Kampala and eight (8) in Gulu, Fort Portal, Masaka, Jinja, Mbale, Mbarara, Arua and Kabale.

Regarding the performance of the Appellate Mediation Registry, the Court brought forward thirty-two (32) appeals for mediation in the year 2022. Eighty-nine (89) appeals were registered, while the Court concluded thirty-two (32) mediations. He, however, noted that Twenty-eight (28) mediations unfortunately failed. He shared that the Court brought forward sixty-one (61) mediations to 2024.

**Table 1: Backlog in the Court of Appeal according to age of the cases.**

<b>CASE TYPE</b>	<b>Under 1 year</b>	<b>Greater than 1 but less than 2 years</b>	<b>Between 2 and 5 years</b>	<b>Between 5 and 10 years</b>	<b>Above 10 years</b>	<b>Total Pending</b>	<b>Total Case Backlog</b>	<b>%Age Backlog</b>
<b>Criminal</b>	750	355	1560	1,140	164	3,969	2,864	72.2
<b>Constitutional cases</b>	49	55	33	0	0	137	33	24.1
<b>Civil</b>	1,841	897	2,381	708	3	5,830	3,092	53
<b>Election Cases</b>	22	0	0	0	0	22	0	0
<b>Taxation Application</b>	64	43	17	0	0	124	17	13.7
<b>Mediation Cause</b>	43	18	0	0	0	61	0	0
<b>Total Pending for Court of Appeal</b>	<b>2,769</b>	<b>1,368</b>	<b>3,991</b>	<b>1,848</b>	<b>167</b>	<b>10,143</b>	<b>6,006</b>	<b>59.2</b>

Table 5 shows that 59.2% of the 10,143 pending cases in the Court of Appeal constitute a backlog. It also shows that the Civil Registry has the highest number of backlog cases and stands at 3,092 cases.

Hon. Justice Buteera gave the achievements of the Court in the year including increased trends in the disposal of cases, by completing 1,172 cases as opposed to 931 cases in 2022. He added that the Court strengthened its use of ICT by implementing ECCMIS and embracing online hearings.

He stated that the Court increased stakeholder engagements and had Weekly and quarterly judges' meetings, which helped improve coordination and communication amongst the different actors and players. He added that the Court also increased Regional Upcountry Criminal Court Sessions, which helped take services nearer to the Court users and reduced costs incurred in hearing appeals. He shared that the Court has strengthened the Registry for Appellate Mediation through sensitising stakeholders, displaying posters and distributing fliers to members of the public. He mentioned that the Court has continued to upload its decisions on ULII for the benefit of Court users.

He also highlighted the challenges that the Court faces. These included: - Failure to hold a retreat for Justices of Appeal, Incomplete lower court records, Inadequate office space, Inadequate office equipment, lack of transportation and lack of an equipped digitised Court Library.

He shared the priority areas for the Court in 2023, which included hearing cases concerning Election Petition Appeals, Appeals from the Anti-Corruption Division of the High Court, Constitutional Petitions, and proceedings arising from Supreme Court Orders for retrial. He shared that the Court has used affirmative action as a parameter in prioritising appeals of the vulnerable.

He ended by sharing that the Court got a new member - Justice Oscar Kihika

## **PLENARY**

*The delegates made the following comments/ contributions during the plenary*

**Hon. Justice Asiimwe Tadeo (JHC)** suggested that the Judiciary should fill gaps caused by judicial officers serving outside the judiciary.

**Hon. Justice Martin Stephen Egonda-Ntende (JCOA)** volunteered to support both the court of appeal and the Supreme Court work to solve the problem of lack of court records or incomplete court records. The Hon the Chief Justice welcomed this offer.



*Hon. Justice Martin Stephen Egonda-Ntende (JCOA) reacts to the presentations on the performance of appellate courts during the plenary*

## **PRESENTATIONS ON THE PERFORMANCE OF THE HIGH COURT**



***Presenter - Hon. Justice  
Dr. Flavian Zeija,  
The Principal Judge***



***Session Chairperson - Hon.  
Lady Justice Patricia  
Basaza Wasswa (JHC)***

Hon. Justice Flavian Zeija, The Hon., the principal judge, started his presentation by noting the mandate of the High Court under Articles 138 - 140 of the Constitution of Uganda. He stated that the court is decentralised into 38 Divisions and Circuits. However, only 24 High Court Circuits were operational.

He shared that the High Court had recorded tremendous growth in case disposal and registration over the last three calendar years.

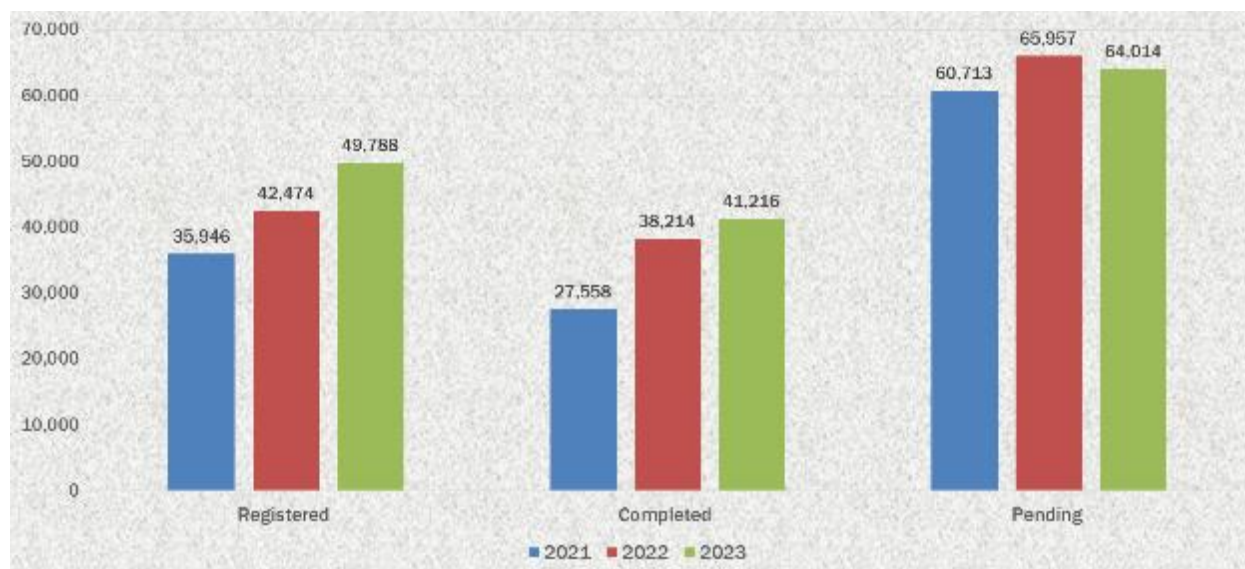
He highlighted the disposal of 33,364 civil cases and noted that 48,933 were still pending. He discussed possible causes of the underperformance, such as wrong statistics, insufficient Judicial Officers, Failure to write judgments when due, the underperformance of some Judicial Officers and Jurisdiction issues.

Hon. Justice Zeija went on to discuss the performance of the High Court in cases of a criminal nature, stating that the High Court has recorded tremendous growth in the registration of criminal cases. He reported that there was a 548-cases decline in cases disposed of in 2023 as compared to 2022. He added that the High Court recorded a 3-year High of 10,511 registered cases. He discussed possible causes of this underperformance, such as failure to enter finished criminal session results in CASS, especially those out of the station, the introduction of daily hearings, plea bargain results not entered in the system, insufficient session funds and competing demands of civil and criminal sessions.

He took the participants through the performance of the High Court Divisions for 2023, stating that the Land Division recorded the highest disposal and registration of cases in 2023, followed by the Commercial Division and that the International Crimes Division posted the lowest number of cases.

He also took the participants through the overall performance of the High Court circuits, noting that the highest disposal and registration were recorded

in criminal cases, followed by civil cases. The lowest disposal and registration was in commercial cases.



Justice Zeija informed the participants about the quarterly performance review meetings he holds with Heads of Divisions in conjunction with the case backlog committee chaired by The Hon., The Deputy Chief Justice, through which several recommendations to improve performance have arisen. These include:- timely reporting of performance, supervision and regular inspection of Magistrates' Courts, delivery of quality judgments, benchmarking and implementing good practices from other courts, creativity and judicial innovations, and undertaking training, among others.

He further discussed the emerging issues during the year 2023 as raised by court users, such as delayed judgments and rulings, alleged bias and refusal to determine recusal application, allegations of corruption, absenteeism, substandard judgments and lack of customer care, among others. He added emerging issues raised by judges, such as lack of sound vehicles, untimely release of funds, inadequate space, power shortages, and lack of proper office furniture.

He highlighted to the participants what to look out for in the year 2024, including the continuous search for solutions to the challenges mentioned, operationalisation of more circuits, recruitment of more Judicial Officers, strengthening use of ADR, expansion of daily hearings of criminal cases, establishing special procedures to fast track SGBV cases, enhancement of jurisdiction of Magistrates and continuous quarterly performance review meetings.

He concluded his presentation by briefly highlighting the performance of the Industrial Court and the Magistrates' Courts.



## **PLENARY**

*The following issues were raised in plenary:* - definition of a judge's under performance; supervisory powers of High Court Judges; and missing records.

*The following responses were given:-*

- A High Court Judge is required to dispose of 300 cases annually and anything below that is under performance.
- High Court Judges have supervisory powers over magistrates' courts and are supposed to carry out a regular monthly visit to this end.
- Missing records are brought about by the inaction of responsible officers. Responsible officers need to be more diligent in record management.

## **FOCUS ON THE LATEST LAWS AND AMENDMENTS ON ESTATES AND SUCCESSION MANAGEMENT IN UGANDA**



***Presenter - Dr. Pamela  
Tibihikira Kalyegira -  
Chairperson ULRC***



***Session Chairperson -  
Hon. Lady Justice Ketrah  
Katunguka (JHC)***

**Presentation** by Chairperson ULRC, Dr. Pamela Tibihikira Kalyegira

Dr. Kalyegira began by observing that management of estates, especially after death, is essential in ensuring the orderly transfer of property and assets. In Uganda, the legal framework governing estate and succession management is contained primarily in the Succession Act, Cap. 162. In 2014, the Uganda Law Reform Commission studied various succession-related laws. Additionally various studies were conducted, highlighting the challenges within the Law and practices of Succession. The studies also delved into the cultural norms and customs surrounding Succession. They highlighted the discrimination and limited access to family wealth that women in Uganda often faced. To address these issues, the Commission recommended amendments to the laws and public awareness campaigns to challenge non-constitutional aspects of cultural practices.

Based on these study findings and further stakeholder engagement and consensus, the proposals informed the Succession (Amendment) Act in 2022. This amendment aims to modernise and update the laws governing Succession in Uganda to facilitate ensuring fairness, protection, and efficiency in estate and succession management. The specific purpose of the Succession (Amendment) Act 2022 was to:

- repeal provisions of the Succession Act that were declared unconstitutional by the Constitutional Court in *Law Advocacy for Women in Uganda Vs Attorney General, Constitutional Petition No. 13 of 2005 and 05 of 2006*;
- redefine the distribution of estates of persons who die without leaving behind a will and
- provide for the duration of letters of probate and letters of administration

She highlighted the salient features of the Succession Amendment Act 2022. These included -

- *Equality before the Law*: The Act amended provisions and removed language that promoted discrimination based on sex (the Law applies equally to men and women) and between legitimate and illegitimate children
- *Guardianship*: The 2022 amendment recognised the different guardianship forms: testamentary, customary, and statutory guardianship.
- *Wills*: The Amendment Act strengthened the protection of a testator's freedom to dispose of his or her property as desired.
- *Property Disposal by Married Women and PWDs*: Section 21 of the Succession (Amendment) Act amended Section 36 of the Principal Act firstly by eliminating gender-insensitive language.
- *Resumption of Gifts Made in Contemplation of Death*: The donor may reclaim gifts made to anyone in contemplation of death within six months of their recovery
- *Minors as executors*: Section 215 of the Succession Act, Cap. 162 provided that where a minor is a sole executor or sole residuary legatee of an estate, letters of administration with a will attached could be granted to the minor's legal guardian or such other person as the court may think fit until the minor attains the age of twenty-one.
- *Caveats*: It is common for interested family members to lodge a caveat to halt the process of granting letters of administration or grant of probate until the resolution of a dispute.
- *Court Powers*: The courts now have the power to remove or defer the appointment of someone granted probate or letters of administration if they are found unfit for the role.
- *Misapplication of Estate*: It is now an offense punishable by imprisonment or a fine for an executor or executrix to misapply an estate, causing loss or damage before the grant of probate.
- *Validity of Grant of Probate*: The validity of a grant of probate and letters of administration is now two years from the date of issuance.



- *Consent for Disposal:* No disposal of estate property is possible without the spousal and lineal descendants of a deceased's consent. If the beneficiaries are minors, the guardian's consent is required.
- *Joint Exercise of Powers:* When there are multiple administrators and executors, they must exercise their powers jointly, and all parties must sign all necessary documents for estate administration.
- *Offenses against an executor or administrator:* A person who misapplies an estate, causing loss or damage, or acts negligently resulting in loss, commits an offense and is liable to imprisonment or a fine.
- *Administration of residential property:* The rule is that the residential home of a deceased is to be occupied by people who normally reside in it at the time of the deceased's death.
- *Entitlement of beneficiaries of an intestate:* The Succession (Amendment) Act 2022 introduces important provisions to ensure fairness, protection, and efficiency in estate management in Uganda, particularly in both testate and intestate Succession.
- *Rules of distribution:* Most prominent among the amendments introduced by the 2022 Act are the rules on the distribution of property under section 27, informed mainly by case law that sought to enforce fairness in the distribution of property.
- *Remarriage of a surviving spouse:* A spouse who remarries before the distribution of a deceased's estate is entitled to the share they would have received under the Law. However, upon remarrying, a surviving spouse is required to leave the deceased's residential property.

She noted that the significant challenges faced by the office of the Administrator General include:- Fraud, False identification, difficulty in identifying the proper beneficiaries, competing interests in cases of numerous beneficiaries, traditional and cultural practices that contradict the laws of Uganda, False declaration of the value of estates, and delayed administration of estates by executors and administrators.

**Discussant from private practice:** Mrs. Innocent Ngobi Ndiko



**Mrs. Innocent Ngobi Ndiko - Advocate**

Mrs Innocent Ngobi Ndiko pointed out the key amendments to include: - distribution of property if a spouse dies intestate; residential holding; eviction from the residential holding; distribution of property upon the death of an intestate, attestation; mental incapacity; management of an estate; administration of an estate; the limitation period for petitions for probate; and intermeddling.

She noted that the law raised the percentage for inheritance of widows from 15% to 20%. She welcomed the change but cautioned that the portion still needs increment to cater for polygamous marriages.

She observed that courts are overly flooded with the issue of testing for DNA arising due to having children in secret, which delays the dispensation of justice. She also highlighted the 20% that caters to the needs of minor children. She commended the law protecting the rights to the residential holding of a widow who remarries.

She appealed to Judicial Officers to insist on Certificates of no objection, even in instances of a widow, to rule out fraud. She added that wills made in local languages are too complex to translate. She recommended encouraging the public to make Wills in English. She raised the issue of unscrupulous lawyers and surveyors taking more than 50% of the estate in lieu of payment.

She stated that polygamous marriages still render a challenge in administration as they present much complexity in the decisions of executors. She also noted that she perceives the 2-year grant limitation as too short; she recommended time enlargement.

She concluded her discussion by calling for introducing punitive measures in the Act to make those responsible for estates do the right thing and prevent them from mismanaging estates.

**Discussant from the bench:** Hon Justice Keitirima John Eudes (JHC)



**Hon Justice Keitirima  
John Eudes (JHC)**

Hon Justice Keitirima John Eudes (JHC) stated that the laws of the country of domicile of the deceased at the time of the death regulate the Succession of moveable property of a deceased person.

He highlighted that though everyone with a sound mind can write a Will, if they do not make a reasonable provision for the maintenance of their dependent relatives, the Court may order a requirement for the maintenance of the dependents from the estate.

He shared that a surviving spouse has preference over any other person in the administration of the estate of a deceased intestate. He, however, stated that the Administrator General can disregard a spouse.

He also shared that the person with the most significant portion of the estate is the most favoured during the grant of letters of administration subject to section 4 of the Administration General's Act.

He discussed the different kinds of distribution provided under the law for the beneficiaries (S.27). He pointed out S.27(2), which reserves twenty per cent of the estate for the education, maintenance and welfare of a minor child or lineal descendants. He emphasised that the percentage is deducted from the gross estate before the distribution of the estate. He added that the principal and other residential properties are not subject to distribution (See S.29).

He added that one shall not take any interest in the estate if, at the death of the intestate, the surviving spouse was separated from the intestate as a member of the same household (See S.30). He gave the exception to the above. He stated that the above does not apply where the surviving spouse has been absent on an approved course of study in an educational institution; the intestate was, at the time of their death, the one who had separated from the surviving spouse as a member of the same household; or the intestate is the one who caused the separation.

He stated the need to maintain a spouse, children, Lineal descendants and dependent relatives in a will (See section 37). He mentioned that letters of probate or administration expire after two years; however, with justifiable reason, the Court may extend them further.

Justice John Eudes Keitirima informed the participants that the experience from the High Court Family Division shows that testate Succession is less controversial than intestate Succession. He encouraged everyone to make wills and to disclose that there is a will.

He observed that many people who have relationships out of wedlock think that all will be well if they provide for other families during their lifetime. However, many issues arise upon death.

He advised the participants to be very keen on choosing an executor, as they have a vital role.

He concluded by noting that wills are challenging, especially if they are brought after some time, as they cause a lot of confusion and are often contested. He encouraged video recording to support the contents of the will, as it makes it difficult for the will to be challenged.

## **PLENARY**

*The following issues were raised in plenary:* the application of 20% of the estate reserved for the education of minor children in instances of surplus; the low use of trusts in estate management; sole property rights in marriage; the application of the law on residential buildings sitting on big estates; and the Adoption of ICT in the distribution of copies of laws.

*The presenters and Discussants gave the following reactions.*

- If there is a surplus from the 20% put aside for the education of minor children, it goes to the entire estate and can be distributed.
- It takes a long time to register trusts, and they attract taxes. Trusts have had many never-ending conflicts between the trustees and the beneficiaries. These factors account for the public not using them.
- The law provides for sole ownership of property during marriage.
- The law protects all the property on which the residential holding sits. However, all extra land is available for distribution.
- The Uganda Legal Reform Commission planned to distribute paper and E-copies of laws.

*The delegates made the following comments/contributions during the plenary:*

**Hon. Justice Mike Chibita (JSC) and Hon. Justice Eva Luswata** suggested popularising prenuptial agreements to preserve individual wealth in marriage.

**Hon. Lady Justice Irene Mulyagonja (JCOA)** stated that the Uganda Law Reform Commission should develop and distribute Electronic Copies of the Laws. She also emphasised the translation of annexures from indigenous languages to the Court's Language - English. She decried lawyers who unscrupulously acquire part of the estate instead of payment.

**Hon. Lady Justice Elizabeth Kabanda (JHC)** suggested that The Administrator General should vet every Widow and that all applications should be accompanied by a valuer's report to reduce instances of fraud. She also stated that public sensitisation on will-making is required.



*Hon. Lady Justice Elizabeth Kabanda (JHC) reacts to the presentation and discussions on the Focus on the latest Laws and amendments on Estates and Succession Management in Uganda during the plenary.*

**Hon Justice Christopher Izama Madrama (JSC), Hon Justice Oscar Kihika (JCOA) and Hon Justice Wilson Kwesiga (JHC Rtd)** observed that succession law concentrates on the division of estate upon death. They suggested the need for law reform to focus on inter-generational wealth, which encourages wealth accumulation.

**Hon. Justice Eldad Mwangusya (JSC Rtd)** encouraged the delegates to distribute property while still alive or use trusts to avoid conflicts upon death.

## **THE ROLE OF ALTERNATIVE DISPUTE RESOLUTION (ADR) IN INVOLVING THE PUBLIC IN JUSTICE DELIVERY**



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



***Session Chairperson: Hon. Lady  
Justice Irene Mulyagonja  
Kakooza (JCOA/CC)***

The Chief Justice started his presentation by defining Alternative Dispute Resolution (ADR) as a way to resolve disputes without a trial. He listed the Common ADR processes, which include mediation, arbitration, and neutral evaluation. These processes are generally confidential, less formal, and less stressful than traditional court proceedings.

He noted that studies by Ernest Uwazi established that many African citizens had lost faith in the ability of their nations' courts to provide timely or just closure to their grievances.

He informed the participants that several studies have advocated for alternative and supplementary approaches to justice delivery that would render satisfactory results to the people who have come to baptise the ADR. He observed that whereas the *bazungu* have called this method of dispute settlement an alternative to the Africans, it is the court litigation process that is alternative.

He stated that the Courts have deliberately introduced litigants to ADR and persuaded them to pursue appropriate options before they return to Court for formal adjudication.

He cited the provisions of Article 126 of the Constitution, which articulated the voice of the people of Uganda and called upon the Judiciary and the Courts to respect and enforce their values, norms, and aspirations in the administration of justice.

The Chief Justice shared statistics on the total caseload for FY 2022/2023, which was 422,672 cases. He noted that African ADR applied to civil and criminal matters.



He stated that when the British introduced the Indian Penal Code in Uganda, hardly any provision called for ADR in the criminal justice system. However, Ugandans have progressively tried to adapt the Code to our local circumstances.

The Chief Justice referred to the United Nations Sustainable Development Goal (SDG) No. 16, which is in line with the Third National Development Plan 2020/21-2024/25 (specifically the Administration of Justice Programme) and the Judiciary's Fifth Strategic Plan 2020/21-2024/25.



*Hon. Justice Alfonse Chigamoy Owiny - Dollo, Chief Justice delivering his presentation at the 25<sup>th</sup> Annual Judges' Conference.*

He informed the participants that the Judiciary is trying to uphold the aspirations of the people of Uganda by introducing and emphasizing different forms of ADR in both criminal and civil justice.

Justice Owiny Dollo stated that case backlog has complicated the adjudication of civil matters, which has led to introducing and encouraging The Small Claims Procedure Courts for matters not exceeding 10 million shillings to be handled at a minimal cost without involving lawyers; arbitration of commercial and other contractual disputes; mediation of all civil disputes, including costs; appellate mediation; and Trained and accredited mediators.

He stated that the primary object of the ADR movement is to avoid vexation, expense, and delay and promote the idea of “access to justice” for all. He added that the ADR system seeks to provide cheap, simple, quick, and accessible justice.

The Chief Justice informed the participants that in May 2023, he commissioned a 09-Member Committee Chaired by the Hon. Deputy Chief Justice to spearhead the Alternative Justice Strategy (AJS) and pave the future of ADR in Uganda. He concluded his presentation by stating that it is clear that embracing ADR is inevitable and is the way to go since it is in sync with the traditional justice system that Africa has known and practised from time immemorial.

**Discussant:** Mr. Francis Gimara (Senior Counsel), Head ALP East Africa



**Mr. Francis Gimara**  
(Senior Counsel)

Mr Francis Gimara pointed out that the ADR approach has provided tremendous growth opportunities. He encouraged all to embrace it as a source of conflict resolution and timely and satisfactory justice. He added that ADR enables increased public participation and is effective, affordable and easily accessible.

He pointed out that AJS offers restorative justice and transformation. He added that AJS is familiar, enabling increased public involvement. He mentioned that AJS entails - religious institutions, cultural institutions, and customary institutions.

Mr Gimara highlighted the success of the AJS strategy. He cited that 64% of the court users in Kenya opt for AJS compared to other methods of resolving disputes. In Uganda, he drew the audience’s attention to the *Uganda Versus Kanyamunyu Mathew* case, which raised much tribal banter among members of the public. He stated that when the accused admitted to the crime and sought out the deceased’s family for forgiveness, all the propaganda ended. He mentioned that the case demonstrated how formal and informal conflict resolution mechanisms can interact with the justice system. He emphasised that AJS can resolve disputes without casualties.

He pointed out that the formal justice system is not favourable to the people because of the alien nature of the court design, the impersonal nature of the judges, and the mishandling of litigants. He added that the system is inherited and very disconnected from the people.

He cautioned that to embrace ADR, there is a need for attitude change and capacity building. He introduced the delegates to the International Centre for Arbitration and Mediation in Kampala (ICAMEK). He pointed out that the majority of judicial officers resisted it in the beginning. However, there has been a change with the centre moving towards passing 50 chartered Arbitrators. He stated that there would be an ADR summit, which would help



lawyers appreciate decisions resulting from arbitration. He ended by encouraging the courts to continue enabling the spirit of ADR.

## **PLENARY**

*During plenary*, a delegate raised the issue of codification and constitutionality of customary laws.

*The presenter and the discussant gave the following Response.*

- Every ethnicity/tribe should write down its customary laws, and the courts should apply the constitutionality and repugnancy clause to them.

*The delegates made the following comments: -*

**Hon. Lady Justice Florence Nakachwa (JHC)** suggested that the Champions of ADR should include the Police as first responders in ADR training to build their capacity in referral pathways under mediation and arbitration.

**Hon. Justice Christopher Izama Madrama (JCOA)** highlighted the need for public participation in current court systems. He stated that the public can be encouraged to participate in plea bargaining and sentencing processes.

**Hon. Dr. Justice Yorokamu Bamwine (Principal Judge Emeritus)** noted that litigation is expensive, time-consuming, and unpredictable. He added that the court system is foreign, and the British created it to distance black people from the colonialists. He emphasised the need to re-engineer the rules and regulations to include people in dispute resolutions.

## **RAISING RESPONSIBLE AND LAW ABIDING CHILDREN**



***Presenter - Eng. Stephen Langa,  
Executive Director –  
Family Life Network***



***Session chairperson - Hon. Lady  
Justice Margaret  
Mutonyi (JHC)***

Eng. Stephen Langa analysed the nature of family in Uganda today. He shared statistics from UNBS (2014), putting the number of households to 7.3 million, with 30% of households headed by women, 45% of youth involved in drug and alcohol abuse, and 24% teenage marriages/pregnancies. He observed that according to the WHO report of May 2023, Uganda tops in alcohol consumption in Africa. He added that 10% of fathers have fathered children but are unaware of their existence, 40% have fathered children and are aware of their existence but have abandoned them, 45% take care of the children but do not have a relationship/connection with them, and only 5% parent the children well and have a relationship with them. From the above statistics, he concluded that Uganda is a fatherless nation.

The presenter observed that the main problem affecting the family institution is the high rate of disintegration and fragmentation of the family before and after marriage. He noted that parenting today is done in a world where there is exposure to the global culture and effects of globalisation, drug abuse, sex-saturated media and world, homosexuality, and loss of innocence.

He added that the nature of the worldwide conflict today is an ideological/cultural war with the race for children by homosexuals, pornographers, drug traffickers, rapists & defilers, sugar daddies/mummies, child sacrificers/witch doctors, Satanists, radical feminists, mafia syndicates, media/internet, businesses, and politicians. He therefore advised policymakers to consider the above factors as they find solutions. He emphasised correctly defining the terms "family" and "parenting" and developing their principles based on honesty and truth.

Eng. Langa informed the participants that parenting aims to raise a God-fearing, autonomous, responsible, and productive citizen who will rise to their God-given potential and destiny and contribute to making the world a better place to live in. He encouraged delegates to decide to be responsible and involved parents consciously, and called upon them to choose to be their number one child's adult ally. He further asked delegates to discover

themselves, check the quality of the marriage, and observe the three non-negotiable priority hierarchies in life: God, Spouse & Children.

His call to the participants was to be examples and good communicators to their children and to restore responsible and involved fatherhood.

The presenter concluded his presentation by observing that even if parenting is a difficult undertaking in today's world, the application of positive values and principles of parenting based on truth will give the delegates a worthwhile parenting journey and help turn children into responsible and law-abiding citizens who will contribute to making our world a better place to live in.

## **PLENARY**

*During the plenary, the delegates raised the following issues: handling difficult children, the effect of domestic helpers on parenting, the impact of genes on marriage, dealing with difficult conversations, and the future of monogamy.*

*The presenter gave the following responses: -*

- We must understand that Teenagers exercise their independence by trying out their faith and values. He encouraged parents to give their children a strong foundation nonetheless. He reminded them about the biblical principle of training up a child so that when they grow, they will not part from the Lord's ways.
- A parent needs to exercise due diligence before they employ a domestic help.
- There is no correlation between genes and marriage. Parties in a marriage make a good marriage.
- A parent must have the difficult conversations with their child. A parent can use open-ended questions to facilitate a discussion.
- Without man-made interference with populations, the ratio of men to women will be equal; therefore, monogamy will be possible in the next 30 years.

*The following comments came out of the plenary session: -*

**Hon. Lady Justice Irene Mulyagonja (JCOA)** observed rising families with single mothers. Therefore, many children grow up with no father figures in their homes. She also decried the high rate of school dropout of boy children.

She stated that the lack of a father may negatively affect a child's education career.

## **FINANCIAL AND NON FINANCIAL RESOURCES MANAGEMENT WITHIN THE JUDICIARY**



***Presenter - Dr. Pius Bigirimana, PS/ Secretary to the Judiciary***



***Session Chairperson - Hon. Justice Christopher Gashirabake (JCOA/CC)***

Dr. Pius Bigirimana noted that the purpose of his presentation was to enable delegates to appreciate their role and key aspects of financial management.

He defined "*financial management*" to refer to the strategic planning, organizing, directing, and controlling of financial undertakings in an organization. He said that it also includes applying management principles to an organisation's financial assets. He defined "*Public Financial Management*" (PFM) as the prudent allocation and accountability of public funds to deliver public goods and services effectively; and that it also entails proper management of physical and human resources since the organisations' financial resources are expended on them.

Dr. Bigirimana highlighted that PFM is the same for all public entities, the Judiciary inclusive. He highlighted the Judiciary PFM Key Players are The Top Management Committee, The Accounting Officer, The Senior Management Committee, The Finance Committee, Vote Controllers (Registrars and Heads of Department/Unit), and Heads of Station (including Heads of High Court Divisions and Circuits). He discussed the role of each of the key players.

He informed the delegates that they must account for funds advanced within 60 days after receipt and that no additional funds can be disbursed to an officer who has yet to account for a previous advance.

The presenter informed the participants that the management of physical assets is part and parcel of financial management, and that stations must maintain a list of assets to mitigate the risk of undetected losses. He advised the participants that items that have outlived their usefulness should be reported to the Accounting Officer for disposal per the PPDA Act. H

He listed the common abuses:

- Driving of vehicles by unauthorised drivers including children and spouses.

- Carrying items that damage the vehicles, including timber, aggregate stones, animals, and other heavy items unrelated to the performance of duty.
- Driving during late hours; and parking in areas that attract negative comments from the public, thereby putting the Government and the Judiciary in disrepute.

He also discussed cash bail and security deposits, noting that the Auditor General had become interested in them because of the accumulation of funds on the trust account and complaints from the public regarding the refund process. He drew the delegates' attention to the Chief Justice Practice Directions on Bail, which provide guidelines on the management of cash bail.

Dr Bigirimana emphasised that all procurements must be in the Procurement Plan. He added that Courts, Registries, and Departments must submit their procurement plans to the Procurement Unit for consolidation.

He concluded his presentation by informing the delegates that the Judiciary provides medical insurance to all staff save for specified officers who receive medical allowance. He also told the delegates that he issued a circular on the issue of treatment abroad and requested them to take note of the contents therein, to avoid inconveniences.

## **PLENARY**

*The following issues arose during the plenary session:-* building capacity of judicial officers in planning and budgeting, handling emergencies, effect of failure to account, contact person for insurance providers, availability of full medical cover, and inadequate court space.

*The Presenter gave the following responses.*

- Planning and budgeting are not judicial roles; however, because of the nature of the work that judicial officers do, training in planning and budgeting is encouraged.
- Delegates should contact the office of the Permanent Secretary in case of financial and non-financial management emergencies.
- A person who refuses to account for money within 60 days after receipt should return it to the Accounting Officer.
- The Contact person for insurance providers is the Commissioner of Human Resources, Ms Apophia Tumwine.
- The office of the Permanent Secretary will work closely with insurance service providers to provide full insurance coverage, including dental and optical coverage.
- The Judiciary shall construct a building to accommodate all High Court Divisions. In the meantime, the High Court building is being refurbished to improve the chambers of the Judges. He emphasised that the administration will ensure priority is given to court business.

## **CASE BACKLOG REDUCTION STRATEGIES AND THEIR IMPLEMENTATION: THE TANZANIA JUDICIARY'S EXPERIENCE**



***Presenter - Hon. Justice Dr. Angelo K. Rumisha, JHC of Tanzania***



***Session Chairperson - Hon. Lady Justice Eva K. Luswata (JCOA/CC)***

Hon. Justice Dr Angelo K. Rumisha suggested the general strategies that Judiciaries can use to eliminate the backlog. These included-

- Establish effective leadership and institutional management
- Strengthen performance and results-oriented management and accountability
- Increase efficiency in judiciary business processes and enhance the use of ICT
- Enhance financial management
- Enhance jurisprudence and skills of judicial staff
- Improve judiciary interaction with internal and external stakeholders
- Promote stakeholder dialogue, collaboration and partnerships
- Strengthen stakeholder strategic partnerships and shared objectives
- Enhance or develop processes and systems that accelerate case disposal and Improve the timeliness and reliability of records and information in the judiciary
- Improve capacity for inspection and supervision.





*Hon. Justice Dr. Angelo K. Rumisha delivering his presentation at the 25<sup>th</sup> Annual Judges' Conference.*

He shared specific strategies that the Tanzanian Judiciary adopted to eliminate the backlog. These included –

- Designing a backlog clearance program
- Conducting bench/bar strategic meetings
- Temporarily adjusting the jurisdiction of the court
- Improving communication systems with parties and stakeholders
- Delivering judgements immediately after the conclusion of the hearing
- Increment in Reporting, M&E progress and disseminating results
- Strengthening backstopping strategies
- Adopting Strategic training; conducted Training Needs Assessment (TNA) and Training Impact Assessment (TIA), consistently providing training to staff.
- Publication of court decisions to the public
- Developing a scorecard for the judiciary, court and staff; time taken, clearance rate., disposal rate and backlog
- Integrating the scorecard with the appraisal system

He, however, noted that they faced several challenges during their journey, and these included-

- Narrow application of the independence of the judiciary.
- Low coping pace by critical stakeholders.
- Attitude change by staff- the fear of leaving the comfort zone.
- ICT phobia among judicial officers.



## PLENARY

*The delegates raised the following issues:* The Judiciary in the driver's seat, appraisal of judges doing administrative work, effective resource utilisation, major backlog reduction strategies for adoption, and judges' workload in Tanzania.

*The following responses were given:-*

- Justice dispensation involves many institutions, such as the Office of the Director of Public Prosecution (ODPP), Attorney General Chambers, Private practitioners, and civil society. However, the courts should always be in charge.
- The Judiciary is modifying the appraisal system to consider the non-judicial functions performed by Judges. The Judiciary also hoped to consider a personalised scorecard for each officer.
- The Judiciary must appropriately allocate resources to cater for backlog reduction strategies amidst scarcity.
- The major backlog reduction strategies to prioritise are - business documentation and undertaking strategic training of judicial officers.
- The Tanzanian Judiciary has 105 Judges of the High Court and 35 Justices of the Court of Appeal, including the Chief Justice. It has a deficit of 67% of the required number of Judges. The management decision, informed by the data, saw some Judges go to busier stations to help reduce the backlog.

*A delegate made the following comments: -*

**Hon. Lady Justice Irene Mulyagonja (JCOA)** noted that the Judiciary needs to address some issues, such as behaviour and attitude. She added that justices and judges should limit themselves to main suits, leaving interim and interlocutory applications to registrars. She called for an increased active role of justices and judges in managing their case statistics.

## UPDATES ON THE PERFORMANCE ENHANCEMENT TOOL (PET)



**Presenter - Hon Justice Mike Chibita (JSC)**



**Session Chairperson - Hon. Lady Justice Kazaarwe Olive Mukwaya (JHC)**

Hon. Justice Mike Chibita informed the Conference that the Judiciary Performance Enhancement Committee (PEC) was established by the Hon. The Chief Justice on the 7th of February 2020, under Office Instrument No.1 of 2020, to handle activities relating to implementation of the Performance Enhancement Tool Process. He noted that its work follows the efforts of the earlier PEC of 2016. He communicated that the PET envisaged that continuous monitoring of the performance of the judiciary staff would help identify gaps & bottlenecks involved in judicial service delivery, and improve accountability. He stated that the Judiciary has developed the PET to enable it to evaluate its efficiency and effectiveness. He highlighted the significant components of PET as;

- **Performance planning:** Used for Setting Performance Targets plus selection of Key Performance Indicators and Competencies.
- **Performance Monitoring:** Used for progressively checking Performance and reviewing results against the established targets and standards.
- **Development/Capacity Building:** Used for Capturing and addressing employee development needs through training and skills empowerment.
- **Performance Evaluation:** Used for measuring and examining the employee's work against the established targets and standards.
- **Rating and Reporting:** Used for providing analytical tools on performance trends and achievements.

Justice Chibita listed the tool's various actors as the individual self, supervisor, subordinate, peers and court users. He also highlighted the Key Performance Indicators (KPIs) guiding the assessment and the Key Core Competencies. The critical core competencies include:- Accountability, Leadership and decision-making, Problem-Solving, Communicating Effectively and Teamwork. He also stated that the tool captures non-core competencies, including commitment to own personal development and training, ensuring Customer Satisfaction, Respect and Courtesy, Commitment to work, and organisational development.

He shared the case disposal targets of Judicial Officers by rank, the case weight scheme for each level of court, and the division per nature of the case. He explained that the case disposal targets and case weight scheme are influenced by several complex factors, which include the number of witnesses, Number of parties involved, Number of exhibits, Number of languages used, Value of the subject matter, Number of Advocates involved, and Mode of Disposal (Judgment, Ruling, Withdrawal, Dismissal).

He also shared the adjustments made for appellate courts with the unique feature of sitting in panels. He concluded by highlighting features that would influence the assessment of panel settings. These include case category, authoring lead judgements, authoring a lengthy concurring judgement, authoring a dissenting judgement, seating as a single justice, among others.

## **PLENARY**

*During the plenary, the delegates raised the following issues:* the case weight of a judgement vis a vis an appeal, the assessment of the input of appellate justices in a lead judgement, the fairness of evaluation by a supervisor who is a panelist in appellate courts, the importance of a validation session for the tool, the input of research findings, and the lack of human resource enhancement in the tool.

*The presenter gave the following responses.*

- The consultant of the performance enhancement tool will continuously consult appellate justices to inform the case weight system.
- There will be a validation session for the tool. Additionally, PEC will first pilot the tool before implementing it.
- The consultant developed a formula for case weights and numbers that are not random.
- The tool captures many areas, such as performance and assessment. The presentation only gave its highlights. However, areas of complexity have been noted, and these will be forwarded to the consultant.
- The consultant will do more research on Key Performance Indicators.
- Interpretation is among the complexity factors.

*A delegate at the conference made the following comments.*

**Dr. Pius Bigirimana, Secretary to the Judiciary/Permanent Secretary,** commented that adopting and implementing performance measurement is a requirement of financial management. Failure to comply may lead to the suspension of the Judiciary's finances. He called for the tool's adoption, albeit with complexities.

## **THE COURT DIGITAL TRANSFORMATION: ARTIFICIAL INTELLIGENCE AND THE PROPOSED JUDICIARY'S JUDGMENT WRITING TOOL**



***Presenter - Hon. Justice  
Geoffrey Kiryabwire (JCOA)***



***Session Chairperson - Hon.  
Justice Muzamiru Mutangula  
Kibeedi (JCOA)***

### **The Court Digital Transformation: Artificial Intelligence**

Justice Geoffrey Kiryabwire began with history; that in 2016, the University College of London computer scientists developed an Artificial Intelligence (AI) "Judge", which was given facts in 584 decided cases at the European Court of Human Rights (ECHR). The AI Judge had the same result as the court in 79% of the cases. He noted that the AI Judge is already here and has manifested itself in online Dispute Resolution, which is fast growing worldwide. He added that the world currently has Robot Lawyers, too. He observed that we have minimally adopted ICT in Uganda through Court Recording, CCAS, ECCMS and the Internet.

Justice Kiryabwire shared the drivers of the AI revolution; that the 4th Industrial Revolution is currently being driven by the internet's processing speeds, which are going from 4G to 5G. He noted that the future is all about big data and processing speeds, and that E-portals have taken over physical office space.

He listed the types of AI, which include: Machine Learning, Robotic Process Automation, Natural Language Processing, Cloud Computing, Deep Learning, Advanced Interfaces and Large Language Models. He said that AI can provide Legal aid / Public Defendants, Custom design routine processes, i.e. filing, E-Discovery, enhanced legal research, E-translation, E-transcription, Interlocutors, and Judgment writing tools. He assured the Conference that AI will enhance E-Evidence, move from research to predictive analysis, and bring about AI hearings (for example the Beijing Internet Court), and decision-making, especially where specific data can lead to a predictable outcome. However, he cautioned the delegates about AI's pitfalls, which include - inadequate data mining, Discriminative coding/ algorithms, interference with Judicial Independence, and abuse of IP rights.

## **The Court Digital Transformation: The proposed Judiciary Judgment Writing Tool**

Justice Geoffrey Kiryabwire stated that the main goal of the proposed tool is to pilot the integration of electronic tools to enhance timely and accurate judgments within a Uganda court. He noted that the tool has no embedded AI but has the potential to have AI as an add-on in the future.

He informed the delegates that LexisNexis Scribe would add a Ribbon to Microsoft Word, allowing users to load templates or search the full text of legislation and cases. He said that this feature will help give a user precedential information to draft judgements; and noted that the feature will also have a search add-on for the names of lawyers and judges to ensure proper referencing. He explained that a template will be available by clicking the "Load Template" in the Ribbon; and that with just a click of the "Publish Judgment" a user will securely upload the judgment to enforce the Rule of Law.

In conclusion, Justice Kiryabwire observed that the 4th Industrial Revolution is a real game changer and not a fiction of science, and warned that the task changing will impact judicial work processes. He, therefore, called upon the delegates to embrace and safely adapt to it through continuous training.

### **PLENARY**

*The delegates raised the following issues during the plenary:-* AI lacks empathy; non-linkage of ICT portals in the Judiciary; the constitutionality of using AI; the feasibility of ICT usage in rural areas; and the feasibility of word-to-text laptops.

*The Presenter gave the following responses.*

- Technological advancements may give AI emotions and, thus, the ability to be empathetic. What the people want is speedy hearings, and it will not matter who delivers them.
- The Judiciary will work to link all its ICT portals.
- The people aspire to have a good, fair, and quick justice system. The constitutional question on AI has yet to be brought to court. The court will surely pronounce itself on it.
- The Judiciary will work on developing portals with offline capability.
- ICT usage is a mindset. Judges with word-to-text laptops can use them to record proceedings other than stenographers/transcribers.

*The following comments were made by delegates at the conference.*

**Hon. Justice Flavian Zeija, The Principal Judge**, commented that with the increased technological advancement taking place in the world, AI will have the ability to have feelings and emotions, but that the biggest problem with



the use of AI is attitude. He gave examples including the fact that very few delegates have passwords and use the various Judiciary ICT portals.



*Hon. Justice Flavian Zeija reacts to the presentation and discussions on the court digital artificial intelligence and the proposed Judiciary's Judgment Writing Tool during the plenary.*

**Hon. Justice Alfonse Chigamoy Owiny-Dollo, The Chief Justice,** commented that taking advantage of the opportunities offered by AI is the way to go. He gave the view that many professionals fear that AI might take over their work. But he noted that in the European Union, users developed a charter of safeguards to protect people's work; and he called upon Africans to also adopt some safeguards in the area.

## **ADMINISTRATION OF JUSTICE THROUGH THE LENS OF STAKEHOLDERS**

### ***Presenters:***

1. Mr. John Mary Mugisha (Senior Counsel)
2. Dr. Johnson O.R. Byabashaija -  
Commissioner General of Prisons
3. Hon. Lady Justice Jane Frances Abodo -  
Director of Public Prosecutions

### ***Session Chairperson:***

Hon. Justice Lawrence Gidudu

### **Presentation by Mr. John Mary Mugisha, Senior Counsel**



***Mr John Mary Mugisha,  
Senior Counsel***

Mr John Mary Mugisha defined "people-centered justice" as placing people at the centre of the design, construction, and implementation process of justice policies, services, practices, and procedures.

He stated that access to Justice has moved to the forefront of international efforts to achieve sustainable development. He added that a people-centred approach flows from and reinforces the concept of Justice as a public service, guiding the modernisation efforts of the justice systems in many Organisations.

The presenter noted that the international community acknowledged the importance of people-centred justice transformation in the 2018 Riga statement on "Investing in Access to Justice for All", adopted by high-level participants of the 4th OECD Global Roundtable on access to Justice and was re-echoed during the OECD high-level meetings and subsequent annual Global Equal Access to Justice Roundtables.

He gave the critical characteristics of a people-centred justice system, which include clear and accessible language for users; co-design of legal and Justice services between providers and potential users to consider users' needs and experiences; investment and service organisation reflecting Justice needs for the population; and systems for monitoring fair outcomes.

He discussed the role of stakeholders' engagement in developing a people-centred justice system including strengthening a people-centred justice delivery system; reforming and strengthening justice business processes; strengthening the fight against corruption; strengthening legal, regulatory and institutional frameworks; and improving the efficiency and effectiveness of courts.

Mr Mugisha observed some of the existing bottlenecks to developing a people-centred justice system in Uganda, such as delayed disposal of cases; state interference in Judicial Independence; collapsing the doctrine of stare decisis; increasing contradictory decisions by courts of the same level; unpredictability of length of trial processes from commencement to the end; unethical and flamboyant conduct of legal practitioners; insufficient number of judicial officers; technological challenges; poor infrastructure; and lack of inclusive Justice.

He also gave the critical indicators of challenges to a people-centred justice system, including: - disrespect of court orders; delayed writing and delivery of judgements; state interference; failure to distinguish or acknowledge the existence of contradictory jurisprudence; unprofessional exchange between advocates and judicial officers; failure by majority of litigants to appreciate ECCMIS; unresearched decisions; and lack of punctuality among others.

He proposed some interventions to the challenges, such as timely hearing and disposal of cases, use of the mobile court system, inclusive justice needs, prioritisation of minor claims procedure, uniform training of all stakeholders in the ECCMIS, conducting sufficient research, and strict adherence to the rules governing court processes such as adjournments.

Mr Mugisha concluded his presentation by imploring the participants to be aware that institutions are made up of people who create the policies, systems, and structures they live in. That's why they should bring people closest to the table alongside policymakers to exchange perspectives, experiences, and solutions. He called for collaborations and linkages among all Justice Stakeholders in order to achieve a people-centred justice system.

### **Presentation by Hon. Lady Justice Jane Frances Abodo - Director of Public Prosecutions**



***Hon. Lady Justice Jane  
Frances Abodo - Director of  
Public Prosecutions***

Hon. Lady Justice Jane Fancis Abodo started her presentation by defining a people-centred approach to mean a basket of innovative approaches that put the people at the centre e.g., in the Judiciary Plea bargain, SGBV Special sessions, Daily hearings and in the ODPP establishment of field offices, guidelines for prosecutors, and creating awareness through radio programs, among others.

She listed the stakeholders in the administration of justice in Uganda, including the Judiciary, the Police, the Uganda Law Society, the Uganda Prisons Service, Civil Society Organisations, and other Ministries, Departments, and Agencies.

To describe the administration of justice through the lens of the Office of the Director of Public Prosecutions, she highlighted the mandate of the ODPP

under Article 120 of the Constitution, noting that as a custodian of prosecutorial authority, the ODPP wields a significant influence on the course of justice in the country.

She took the participants through the role of the ODPP in the Administration of Justice, stating that the mission of the ODPP is to manage and prosecute criminal cases in courts. Other roles include optimizing prosecutorial processes for a seamless and effective delivery of criminal justice as per the 5th strategic plan FY 2020/21- 2024/2025, launching guidelines that are a compass to investigations, creating awareness, and citizen participation.

Justice Abodo informed the participants that the ODPP comprises Directorate Departments, Regional Offices and Field stations, and that most Ugandans in different parts of the country can now effortlessly access their services and have complaints attended to promptly. The ODPP collaborates with other stakeholders to achieve justice for all parties involved, like the Police, the Judiciary, the defence and prisons.

She observed that a people-centred approach to justice requires a comprehensive set of critical recommendations to strengthen the administration of justice, such as:- strengthening community engagement, enhancing access to justice, promoting transparency and accountability, strengthening legal and procedural knowledge, empowering victims and witnesses; leveraging technology; strengthening Alternative Dispute Resolution Mechanisms; Upholding Human Rights and Rule of Law; and engaging in public awareness campaigns.

She concluded by noting that it is essential to promote respect for the rule of law while at the same time ensuring that the powers of the state do not crush the citizens' rights and liberties. She appealed to the stakeholders in the administration of justice to deliver as a cornerstone of an open and fair justice system by abiding steadfastly on integrity.

### **Presentation by Dr. Johnson O.R. Byabashaija - Commissioner General of Prisons**



***Dr. Johnson O.R.  
Byabashaija - Commissioner  
General of Prisons***

Dr Johnson Bashaija gave the staff establishment at Uganda Prison Services (UPS) as consisting of 9,718 uniformed male and 4,035 female officers and 268 non-uniformed male and 240 female officers, totaling 14,261 officers. He stated that the prisoner population comprises 72,993 males and 3,704 females, totaling 76,697 prisoners. He added that the system also documents statistics regarding age range and types of offences for prisoners. Nationalities and categories of sentences. He noted that the prisoner population is increasing at 8% per year which is high

compared to the National Population growth rate of 3% annually.

The high growth rate of 8% poses a challenge to the prison budget regarding housing, feeding, utility consumption, medical care and staffing. He reported that the prison holding capacity (space for keeping prisoners) has increased from 53,668.8 Square meters (space for 14,908 prisoners) in 2014 to the current 75,585.6 square meters (space for 20,996 prisoners), and that the current prison population 76,697 exceeds the carrying capacity of 20,996 by 55,701 prisoners (3.7 times).

Dr. Byabashaija stated that whereas the remand population has reduced by 7.8% from 54.8% in FY 2014/2015 to the current 47.0%, the absolute population of remand prisoners has increased from 23,386 remands to 35,988 remand prisoners – 53.9% increase in the last ten years. This trend partly contributes to the congestion of prisons and increases the cost of access to justice, hence calling for more efforts to reduce the number of remands in custody.

The presenter stated that in terms of access to justice, there have been significant improvements in the administration of justice which have increased access to justice for prisoners in custody. He named the upgrades, which include the establishment of virtual courts in prisons and courts – *currently, the service is operating conference facilities in 19 prisons.*

He noted and appreciated the expansion of Courts of Judicature. He cautioned, however, that the rate of court expansion does not match that of prisons. As a result, Prison operations are overstretched as prisoners have to move long distances to attend court and spend on high fuel and vehicle maintenance costs.

Dr. Byabashaija shared the challenges faced by the prison services as:

- Petty Offenders whose remand time supersedes their would be sentence.
- Undetermined Prisoners who include: -
  - a. Prisoners pending Minister's Order
  - b. Convicts without sentencing
  - c. Convicts without Commitment warrants
  - d. Prisoners on remand before committal for trial in the High Court.
  - e. Prisoners committed to the High Court for trial (The remand period after committal is an average of 25.5 months)

He made some recommendations to curb the challenges:

- Establishment of more virtual courts/ video conferencing facilities to reduce the cost of access to justice.
- Acquisition of transport for timely delivery of prisoners to courts of law.
- Construction of new prison units to complete the chain of justice.



## PLENARY

*The delegates raised the following issues during the plenary:- the relevance of jurisprudence to an ordinary man, the role of advocates in access to justice, strategies to curb congestion, and the role of gender in rehabilitation.*

*The presenter gave the following responses.*

- Jurisprudence is relevant because it brings predictability to the justice system.
- Advocates have an essential role in access to justice. They represent people of all manners. However, many advocates lately have not put people at the centre of their services.
- We cannot curb congestion by building more prisons. There is a need to reduce the number of people on remand so that prison space only caters for convicts. It is essential to know that capital offenders comprise 30% of prisoners. The justice system should also ensure trial certainty to avoid having people desperately plea bargain to end their frustration of awaiting trial.
- The infrastructure of female prisons does not allow heavy-duty tools, which are reserved for males.

**Hon. Lady Justice Mary Maitum (Rtd JHC)** commented on the need to include the role of cultural practices in the crime and justice system.

**Hon. Justice Godfrey Namundi (JHC)** commented on the entire justice system's inadequate human resources and infrastructure eg inadequate probation services and remand homes nationwide.

**Hon Justice Tom Chemutai (JHC)** called for better handling of exhibits by the police.

**Hon Justice Izama Christopher Madrama (JSC)** called for streamlining customary systems to resolve crime. He cautioned advocates against coming to court unprepared to proceed.

**Her Worship Julie Hatanga** commented that the increase in the number of defilement convictions may allude to public confidence in the justice system, which has led to several people reporting cases of this nature.



## **CANCER PREVENTION AND MANAGEMENT**



***Presenter - Dr. Jackson Orem,  
Uganda Cancer Institute***



***Session Chairperson - Hon.  
Lady Justice Katamba Victoria  
Nakintu Nkwanga (JHC)***

Dr. Orem Jackson defined “cancer” to mean a disease stemming from abnormal alteration in the genome, noting that it is a genetic disease. He stated that cancers are associated with risk factors which are categorised under environmental, lifestyle, occupational, biological agents and genetic defects.

He shared the common cancer types by risk factors. For infection-related cancer the highest is the cervix, lymphomas, Kaposi Sarcoma (KS), liver and stomach. For genetics/age-related cancer, he listed the highest cancer as breast, prostate, leukaemia, ovary, bone and kidney. Finally, for lifestyle-related cancer, he listed breast, oesophagus, liver and stomach.

To give an overview of cancer in Uganda, he gave some statistics, that there are 34,008 new cases of cancer in Uganda every year, and the Uganda Cancer Institute (UCI) receives only 20% of these cases. He added that 30% of the patients with cancer are HIV positive and that survival is low for most cancers as the majority present in stage iii & iv of the disease.

Dr. Orem took participants through cancer prevention after describing it as avoiding the occurrence of cancer, eradicating the impact of the disease, and minimising suffering and disability due to the disease.

The preventive interventions he listed are making policies targeting risk factors (environmental, economic, social, behavioural & cultural lifestyle), population/community interventions by increasing awareness of and avoiding cancer risk factors, and individual-level interventions like regular health check-ups, screening and exercises.

He informed the participants that Uganda Cancer Institute makes an effort to minimise the impact of cancer on the population or individuals who develop cancer. Their key target for management is lowering the personal risk of developing cancer, increasing personal chances of early diagnosis, and enhancing the opportunity for successful treatment of cancer.

The presenter shared the strategy for effective management, that is by presenting for routine cancer screening, increasing chances for prompt diagnosis of symptomatic disease, enhancing capacity for disease evaluation and staging, availability of treatment facilities and expertise, control of symptoms, and improved quality of life.

Dr. Orem concluded his presentation by appealing to the participants to appreciate the causes and risk factors of cancer and to prevent and manage it at the personal and population levels. He added that a country needs to build a system and capacity to control and manage cancer.

## **PLENARY**

*The delegates raised the following issues:* - Hygiene as a contributor to cancer, diagnosing pancreatic cancer, access to services at UCI, early detection of prostate cancer, and predisposing factors to cancer.

*The presenter gave the following responses:-*

- Some infections arise out of body and food handling.
- The capacity to diagnose pancreatic cancer early is at 50%; however, the services are improving daily.
- UCI is open to all members of the public. Anyone can get in and get treatment.
- There is prostate cancer screening and management.
- Cancer is a genetic disease caused by an alteration of genes. Genetic change may not necessarily lead to transmission to the next generation.

## CONFERENCE RESOLUTIONS AND RECOMMENDATIONS



***Presenter - H/W Prossy  
Katushabe, Acting Registrar***



***Session Chairperson: Hon.  
Justice Mike Chibita.***

The Conference recommended the following to address normative and systemic barriers to a people-centered approach to justice.

<b>No.</b>	<b>Recommendation</b>	<b>Action Person</b>
1.	Increase functional access to Judiciary services by expediting the review of the pecuniary jurisdiction of magistrates.	<ul style="list-style-type: none"> <li>- Law Reform Committee</li> <li>- Chief Registrar</li> </ul>
2.	Develop an ICT App and other digital platforms to interact with and disseminate information to court users and members of the public.	<ul style="list-style-type: none"> <li>- ICT &amp; Documentation Committee</li> <li>- Judiciary PRO</li> </ul>
3.	Conduct a country-wide court users' satisfaction Survey to generate data that will provide an empirical basis for the action of the Court's business.	<ul style="list-style-type: none"> <li>- Performance Management &amp; Awards Committee</li> </ul>
4.	Provide training in Planning, budgeting, and Financial and non-Financial Resource Management for the Judiciary Service.	<ul style="list-style-type: none"> <li>- PS/SJ</li> <li>- JTI</li> </ul>
5.	Undertake a study to shorten the case life cycle and court processes as a case backlog reduction strategy.	<ul style="list-style-type: none"> <li>- Chief Registrar</li> </ul>
6.	Engage the Health Insurance Service Providers to customize the Health Insurance scheme to suit the unique needs of Judicial Officers.	<ul style="list-style-type: none"> <li>- PS/SJ</li> <li>- Commissioner, Human Resource</li> </ul>

7.	Emphasise a multi-door approach that allows the application of the original African Dispute Settlement Mechanisms (ADR) alongside the Formal Justice System.	- Technical Advisor to Judiciary
8.	Strengthen efforts to sensitise the masses on court processes and case management approaches.	- Judiciary PRO
9.	Continue to fine-tune the different aspects of the Performance Enhancement Tool (PET).	- Chairperson PEC
10.	Undertake a multi-stakeholder consultation in the development and piloting stages of the Performance Enhancement Tool.	- PEC
11.	Continuously work to link all ICT-related tools to synchronise the available data and processes for effective and efficient handling of court businesses.	- ICT & Documentation Committee
12.	Continuously develop ICT tools that have both online and offline capabilities to cater for people without internet coverage.	- ICT & Documentation Committee
13.	Encourage their Lordships to take advantage of Artificial Intelligence (AI) in judgment writing.	- ICT & Documentation Committee

## OFFICIAL CLOSING CEREMONY

**Remarks** by Hon. Justice Alfonse Chigamoy Owiny - Dollo, The Hon. the Chief Justice



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

Hon. Justice Alfonse Chigamoy Owiny-Dollo commended the delegates upon successfully concluding the conference. He appreciated them for their commitment and a sense of purpose. He noted that the presenters and delegates exhaustively discussed all topics per the program. He stated that the highlight of the conference was the presentation on *Case Backlog reduction strategies and their implementation; the Tanzania Judiciary's experience*.

He noted that the delegates had a candid discussion during the plenary on the presentation on *updates on the performance enhancement tool*. He also appreciated that the presentations on *The Court Digital Artificial Intelligence* and *Cancer Prevention and Management* were enriching, and observed that the delegates engaged passionately and freely. He thanked all the delegates for giving the conference much meaning.

The Hon. Chief Justice thanked Parliament for the support offered in budget enhancement, and the Rt. Hon. Speaker for gracing the Conference. He stated that the presence of the speaker depicts that the arms of government can speak to each other without each losing its independence. He pledged to continue to foster the tradition of relating with all arms of government during his tenure as Chief Justice. He ended by inviting the Rt. Hon. Speaker to address the conference, and to close it officially.

**Official Closure** - The Rt. Hon. Anita Annet Among, The Speaker of the Parliament of Uganda.



**Rt. Hon Anita Annet Among**

In her speech, Rt. Hon, Anita Annet Among said that she was immensely honoured to attend the 25<sup>th</sup> Annual Judges Conference, and appreciated the invite. She thanked the Chief Justice for consistently supporting the Parliament, and for steering the Judiciary well. Hon Among thanked the Chief Justice for taking stock and doing the Judiciary's self-assessment and reflection, which she believed were the sole purpose of the conference.

Hon. Among appreciated the conference's theme, "*A People-Centered Approach to Justice*", and deemed it very relevant. She stated that it is important to place people at the heart of the Judiciary since power belongs to the people as stipulated in the

Constitution of Uganda. She said that on the global scale, the importance of the theme is recognised under Sustainable Development Goals (SDG) 16, which promotes peaceful and inclusive societies for sustainable development, provides access to justice for all and builds effective, accountable and inclusive institutions at all levels.

The Rt. Hon. Speaker reiterated that the judicial system does not operate in a vacuum but works with other stakeholders to dispense justice efficiently and effectively. She mentioned that courts are a house of records, and hoped that judicial officers make decisions based on the law rather than personal feelings and emotions.

She highlighted that Judicial accountability is not a limitation to judicial independence but is needed to promote mutual trust, respect, and goodwill. She assured the Conference of Parliament's support to the Judiciary, and that it appreciates all its endeavours. She noted that the 11th Parliament increased the judiciary budget and was willing to do it again this year.

Hon. Among said that her presence at the Conference cements the fact that the two arms of government can work together without interference. She advised the Judiciary to share its challenges with the Parliament for possible solutions. She committed to efficiency and effectiveness in making Uganda a beautiful place to live. She highlighted that the presence of retired justices was particularly encouraging since they are vital in experience sharing. She wished the delegates a successful 2024 in dispensing justice to the people, and declared the 25th Annual Judges Conference closed.

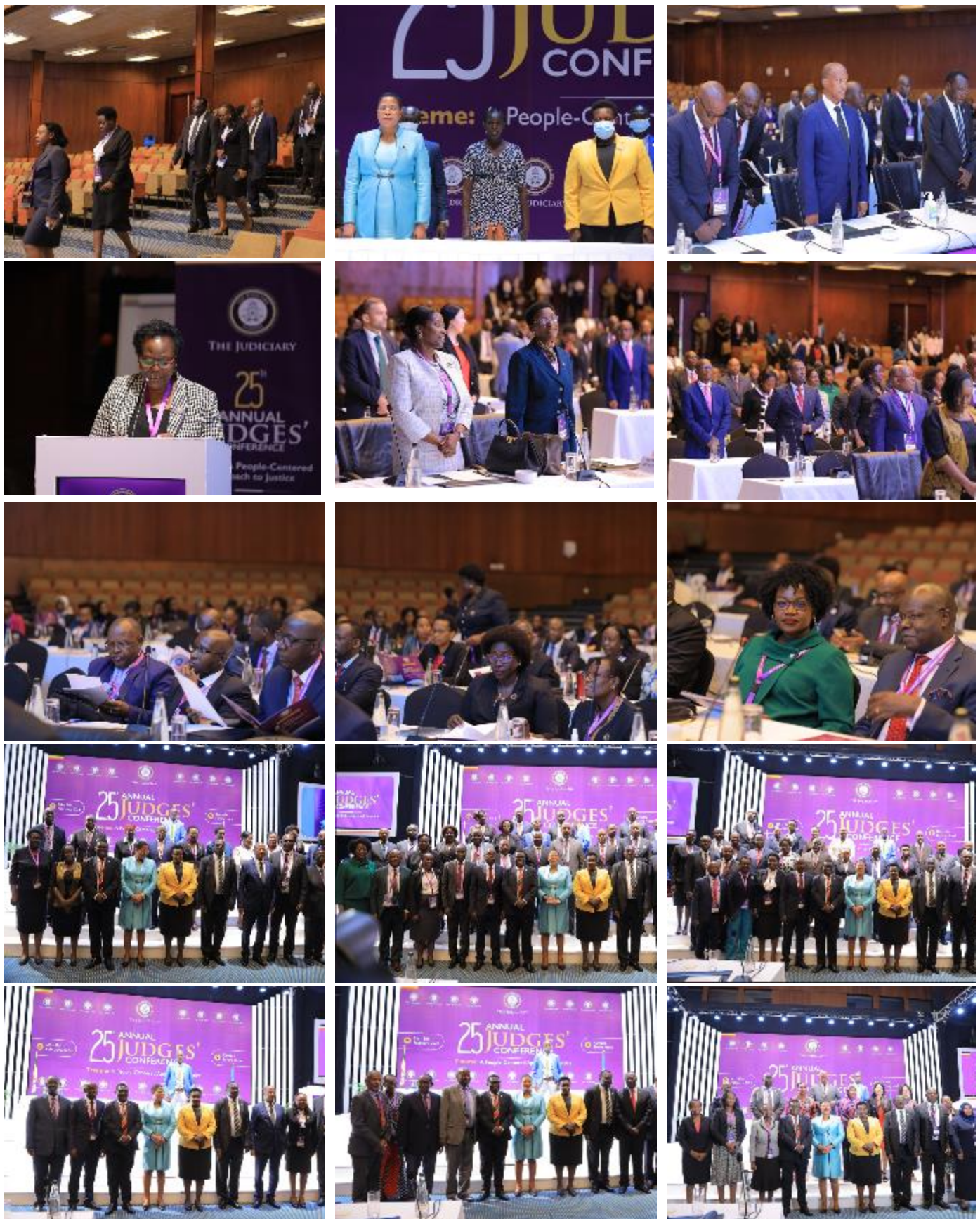


*The Rt. Hon. Anita Annet Among, The Speaker of the Parliament of Uganda at the Official Closing of the 25<sup>th</sup> Annual Judges Conference.*



## PICTORIAL

### A. OPENING CEREMONY





## B. CLOSING CEREMONY





### C. COCKTAIL



## **ANNEXTURES**

### **a) Program**



## **PROGRAMME**

**THE 25<sup>TH</sup> ANNUAL JUDGES CONFERENCE  
5<sup>th</sup> – 8<sup>th</sup> FEBRUARY, 2024  
KAMPALA SERENA CONFERENCE CENTRE**

**CONFERENCE THEME:  
A PEOPLE CENTRED APPROACH TO JUSTICE**

**MASTER OF CEREMONIES:  
HW SARAH LANGA SIU – CHIEF REGISTRAR**

DAY 1: MONDAY 5 <sup>TH</sup> FEBRUARY, 2024			
TIME	PRESENTATION/ACTIVITY	RESPONSIBLE	CHAIR
8:30 – 8:55 am	<b>Registration</b>	<b>Secretariat</b>	
8:55 – 9:00 am	Prayer	Hon. Justice Alice Komuhangi (JHC)	Master of Ceremonies (MC)
9:00 – 10:00 am	<b>Keynote Address:</b> A People Centered Approach to Justice	<b>Speaker:</b> Dr. Livingstone Ssewanyana, Executive Director – Foundation for Human Rights Initiative (FHRI)	Hon. Justice Elizabeth Musoke (JSC)
10:00 – 10:30 am	Plenary		
10:30 – 11:00 am	<b>HEALTH BREAK</b>	<b>Accommodation and Meals Committee/Hotel</b>	
	<b>Presentations on the Performance of the Courts</b>		
11:00 – 11:30 am	The Supreme Court	<b>Presenter:</b> Hon. Justice Prof. Lillian Tibatemwa – Ekirikubinza (JSC) <b>(30 Minutes)</b>	Hon. Justice Catherine K. Bamugemereire (JCOA/CC)
11:30 – 12:00 pm	Court of Appeal/ Constitutional Court	<b>Presenter:</b> Hon. Justice Richard Buteera- DCJ <b>(30 Minutes)</b>	
12:00 – 12:30 pm	<b>Joint Plenary</b>		

12:30 – 1:00 pm	High Court	<b>Presenter:</b> Hon. Justice Dr. Flavian Zeija, PJ (30 Minutes)	Hon. Justice Patricia Basaza Wasswa (JHC)
1:00 – 1:30 pm	Plenary		
1:30 – 2:30 pm	LUNCH BREAK		
	ACTIVITY		RESPONSIBLE OFFICER(S)
1:30 pm	Arrival of the Hon. Attorney General	- Chairperson Governing Council, JTI - ED, JTI - Chief Registrar - Registrar, JTI	
1:35 pm	Arrival of the Hon. Minister of Justice and Constitutional Affairs		
2:30 pm	Arrival of the Rt. Hon. Speaker of Parliament		
2:40 pm	Arrival of the Guest of Honour	The Hon. The Chief Justice	
OFFICIAL OPENING CEREMONY			
TIME	ACTIVITY	RESPONSIBLE OFFICER	CHAIR
3:00 – 3:10 pm	- Anthems  - Prayer	Communication Committee  Hon. Justice Faith Essy Mwondha	MC
3:10 – 2:20 pm	Welcome Remarks by the Chairperson Governing Council of the Judicial Training Institute (JTI)	Hon. Justice Mike Chibita (JSC)	MC
3:20 – 3:40 pm	Remarks by the Hon. Minister of Justice and Constitutional Affairs	Hon. Norbert Mao	



3:40 – 4:15 pm	Address by the Hon. The Chief Justice	Hon. Justice Alfonse Chigamoy Owiny - Dollo	
4:15 – 5:00 pm	Official Opening by the Guest of Honour	HE Major Jessica Alupo (Rtd.), Vice President of the Republic of Uganda	MC
5:00 – 5:30 pm	<b>GROUP PHOTO</b>	Public Relations Officer, Judiciary	
5:30 pm	<b>EVENING TEA/COFFEE</b>	<b>Accommodation and Meals Committee/ Hotel</b>	

**DAY 2: TUESDAY 6<sup>TH</sup> FEBRUARY, 2024**

<b>TIME</b>	<b>PRESENTATION/ACTIVITY</b>	<b>RESPONSIBLE</b>	<b>CHAIR</b>
8:30 – 9:00 am	<b>Registration</b>	<b>Secretariat</b>	
9:00 – 10:40 am	<b>Topic:</b> Focus on the Latest Laws and Amendments on Estates and Succession Management in Uganda	<p>Presenter: Dr. Pamela Tibihikira Kalyegira – Chairperson <b>ULRC (50 minutes)</b></p> <p>Discussants:</p> <p>1. Mrs. Innocent Ngobi-Ndiko, Advocate <b>(25 minutes)</b></p> <p>2. Hon. Justice John Eudes Keitirima, Head Family Division</p>	Hon. Justice Ketrah Kitariisibwa Katunguka (JHC)

10:40 – 11:10 am	<b>Plenary</b>	(JHC) (25 minutes)	
11:10 – 11:45 am	<b>HEALTH BREAK</b>	<b>Accommodation and Meals Committee/Hotel</b>	
11:45 – 1:15 pm	<b>Topic:</b> The Role of Alternative Dispute Resolution (ADR) in Involving the Public in Justice Delivery  <b>Plenary</b>	<b>Presenter:</b> Hon. Justice Alfonse Chigamoy Owiny – Dollo, Chief Justice <b>(1 hour)</b>  <b>Discussant:</b>  Mr. Francis Gimara – (Senior Counsel), Head ALP East Africa <b>(30 minutes)</b>	Hon. Justice Irene Mulyagonja Kakooza (JCOA/CC)
1:15 – 1:45 pm			
1:45 – 3:00 pm	<b>LUNCH BREAK</b>	<b>Accommodation and Meals Committee/Hotel</b>	
3:00 – 4:00 pm	<b>Topic:</b> Raising Responsible and Law Abiding Children  <b>Plenary</b>	<b>Presenter:</b> Eng. Stephen Langa, Executive Director - Family Life Network	Hon. Justice Margaret Mutonyi (JHC)
4:00 – 4:30 pm			
<b>4:30 pm</b>	<b>EVENING TEA/COFFEE</b>	<b>Accommodation and Meals Committee/Hotel</b>	

**DAY 3: WEDNESDAY 7<sup>TH</sup> FEBRUARY, 2024**

<b>TIME</b>	<b>PRESENTATION/ACTIVITY</b>	<b>RESPONSIBLE OFFICER</b>	<b>CHAIR</b>
8:30 – 9:00 am	<b>Registration</b>	<b>Secretariat</b>	
9:00 – 10:0 am	<b>Topic:</b> Financial and Non-Financial Resources Management within the Judiciary	<b>Presenter:</b> The Permanent Secretary/ Secretary to the Judiciary	Hon. Justice Christopher Gashirabake (JCOA/CC)
10:00 – 10:30 am	<b>Plenary</b>		
10:30 – 11:00 am	<b>HEALTH BREAK</b>	<b>Accommodation and Meals Committee/Hotel</b>	
11:00 – 12:15 pm	<b>Topic:</b> Case Backlog Reduction Strategies and their Implementation:  The Tanzania Judiciary's Experience	<b>Presenter:</b> Hon. Justice Dr. Angelo K. Rumisha (JHC of Tanzania)/Head of Judiciary Delivery Unit	Hon. Justice Eva K. Luswata (JCOA/CC)
12:15 – 1:00 pm	<b>Plenary</b>		
1:00 – 2:00 pm	<b>LUNCH BREAK</b>	<b>Accommodation and Meals Committee/Hotel</b>	
2:00 – 4:30 pm	<b>Meetings:</b>  - Judges Meeting  - Registrars Meeting	- All Justices and Judges  - All Registrars	- The Hon. The Chief Justice  - HW The Chief Registrar
5:00 pm	<b>Cocktail with a Live Band Performance and Assorted Entertainment</b>	<b>Entertainment Committee/ Hotel</b>	

**DAY 4: THURSDAY 8<sup>th</sup> FEBRUARY, 2024**

TIME	PRESENTATION/ACTIVITY	RESPONSIBLE OFFICER	CHAIR
8:30 – 9:00 am	Registration	Secretariat	
9:00 – 10:00 am	Topic: The Court Digital Transformation: Artificial Intelligence and the Proposed Judiciary’s Judgment Writing Tool	Presenter: Hon. Justice Geoffrey Kiryabwire (JCOA/CC) – Chairperson Law Reporting and Technology Committee)	Hon. Justice Muzamiru Mutangula Kibeedi (JCOA/CC)
10:00 – 10:30am	Plenary		
10:30 – 11:00 am	HEALTH BREAK	Accommodation and Meals Committee/Hotel	
11:00 – 12:00 pm	Panel Discussion Topic: Administration of Justice Through the Lens of Stakeholders	Presenters: 1. Mr. John Mary M. Mugisha (Senior Counsel) (20 Minutes)  Dr. Johnson O.R. Byabashaija – Commissioner General of Prisons (20 Minutes)  2. Hon. Justice Jane Frances Abodo, Director of Public Prosecutions (20 Minutes)	Hon. Justice Lawrence Gidudu (JHC)
12:00 – 12:30 pm	Plenary		
12: 30 – 1: 30 pm	Topic: Cancer Prevention and Management.	Presenter: Dr. Jackson Orem, Uganda Cancer Institute	Hon. Justice Katamba Victoria Nakintu Nkwanga (JHC)

1: 30- 2:00 pm	Plenary		
2:00 - 3: 00 pm	LUNCH BREAK	Accommodation and Meals Committee/Hotel	
OFFICIAL CLOSING CEREMONY			
3:00 - 3:30 pm	Presentation and Approval of the 25 <sup>th</sup> Annual Judges’ Conference Recommendations and Resolutions	Rapporteur	Hon. Justice Mike Chibita (JSC)/Chairperson Governing Council of JTI
3:30 – 4:30 pm	Official Closure	The RT. Hon. Speaker of the Parliament of Uganda	
4:30 pm	EVENING TEA/COFFEE AND END OF THE CONFERENCE	Accommodation and Meals Committee/Hotel	

## **b) List of participants**

### **JUSTICES OF SUPREME COURT**

<b>No</b>	<b>NAME</b>	<b>DESIGNATION</b>
1.	<b>Hon. Justice Alfonse Chigamoy Owiny – Dollo</b>	<b>CHIEF JUSTICE /HEAD OF COURT</b>
2.	Hon. Lady Justice Dr. Esther Kisaakye	JUSTICE OF THE SUPREME COURT
3.	Hon. Lady Justice Faith Essy Mwendha	JUSTICE OF THE SUPREME COURT
4.	Hon. Lady Justice Prof. Lillian Tibatemwa Ekirikubinza	JUSTICE OF THE SUPREME COURT
5.	Hon. Lady Justice Percy Night Tuhaise	JUSTICE OF THE SUPREME COURT
6.	Hon. Justice Mike Chibita	JUSTICE OF THE SUPREME COURT
7.	Hon. Lady Justice Elizabeth Musoke	JUSTICE OF THE SUPREME COURT
8.	Hon. Justice Stephen Musota	JUSTICE OF THE SUPREME COURT
9.	Hon. Justice Madrama Christopher Izama	JUSTICE OF THE SUPREME COURT
10.	Hon. Lady Justice Catherine Bamugemereire	JUSTICE OF THE SUPREME COURT DESIGNATE
11.	Hon. Lady Justice Monica Kalyegira Mugenyi	JUSTICE OF THE SUPREME COURT DESIGNATE

### **JUSTICES OF COURT OF APPEAL/CONSTITUTIONAL COURT**

<b>No</b>	<b>NAME</b>	<b>DESIGNATION</b>
1.	<b>Hon. Justice Richard Buteera</b>	<b>DEPUTY CHIEF JUSTICE /HEAD OF COURT</b>
2.	Hon. Justice Geoffrey Kiryabwire	JUSTICE COURT OF APPEAL
3.	Hon. Justice Fredrick Martin Stephen Egonda-Ntende	JUSTICE COURT OF APPEAL



4.	Hon. Justice Cheborion Barishaki	JUSTICE COURT OF APPEAL
5.	Hon. Lady Justice Hellen Abulu Obura	JUSTICE COURT OF APPEAL
6.	Hon. Justice Kibeedi Muzamiru Mutangula	JUSTICE COURT OF APPEAL
7.	Hon. Lady Justice Irene Mulyagonja	JUSTICE COURT OF APPEAL
8.	Hon. Justice Christopher Gashirabake	JUSTICE COURT OF APPEAL
9.	Hon. Lady Justice Eva Luswata	JUSTICE COURT OF APPEAL
10.	Hon. Justice Oscar Kihika	JUSTICE COURT OF APPEAL

## JUDGES OF THE HIGH COURT

No	NAME	DESIGNATION
1.	<b>Hon. Dr. Justice Flavian Zeija</b>	<b>PRINCIPAL JUDGE / HEAD OF HIGH COURT</b>
2.	Hon. Justice Lawrence Gidudu	Head, ANTI-CORRUPTION DIVISION
3.	Hon. Dr. Justice Andrew Bashaija	Head, INTERNATIONAL CRIMES DIVISION.
4.	Hon. Dr. Justice Henry Peter Adonyo	Senior Resident Judge SOROTI HC CIRCUIT
5.	Hon. Lady Justice Margaret Tibulya	D/Head HC ANTI-CORRUPTION DIVISION.
6.	Hon. Lady Justice Elizabeth Jane Alividza	Judge, HC LAND DIVISION
7.	Hon. Justice Godfrey Namundi	Senior Resident Judge MBALE HC CIRCUIT
8.	Hon. Lady Justice Henrietta Wolayo	Resident Judge LUWERO HC CIRCUIT
9.	Hon. Justice David Batema	Senior Resident Judge IGANGA HC CIRCUIT
10.	Hon. Justice John Eudes Keitirima	Head HC LAND DIVISION
11.	Hon. Justice Henry Kawesa Isabirye	Resident Judge TORORO CIRCUIT
12.	Hon. Lady Justice Elizabeth Kibula Kabanda	Judge HC FAMILY DIVISION
13.	Hon. Lady Justice Damalie N. Lwanga	ED, JUDICIAL TRAINING INSTITUTE
14.	Hon. Justice Duncan Gaswaga	Resident Judge, LIRA HC CIRCUIT
15.	Hon. Lady Justice Alexandra Nkonge Rugadya	Judge HC LAND DIVISION

No	NAME	DESIGNATION
16.	Hon. Dr. Lady Justice Winfred Nabisinde	Senior Resident Judge, JINJA HC CIRCUIT
17.	Hon. Justice Michael Elubu	Head, HC CRIMINAL DIVISION
18.	Hon. Lady Justice Margaret Mutonyi	Judge, HC CRIMINAL DIVISION
19.	Hon. Justice David Matovu	Senior Resident Judge, HC MUKONO CIRCUIT
20.	Hon. Lady Justice Patricia Basaza Wasswa	Judge, HC LAND DIVISION
21.	Hon. Lady Justice Ketrah Kitariisibwa Katunguka	Deputy Head, HC FAMILY DIVISION
22.	Hon. Justice Moses Kawumi Kazibwe	Resident Judge, MUBENDE HC CIRCUIT
23.	Hon. Justice Mubiru Stephen	Head, HC COMMERCIAL DIVISION
24.	Hon. Lady Justice Anne Mugenyi Bitature	Deputy Head, HC COMMERCIAL DIVISION
25.	Hon. Lady Justice Susan Okalany	Deputy Head, HC INTERNATIONAL CRIMES DIVISION
26.	Hon. Justice Oyuko Anthony Ojok	Resident Judge, MPIGI HC CIRCUIT
27.	Hon. Justice Gadenya Paul Wolimbwa	Judge, HC CRIMINAL DIVISION
28.	Hon. Justice Ajiji Alex Mackay	Deputy Head, CRIMINAL DIVISION
29.	Hon. Lady Justice Cornelia Kakooza Sabiiti	Judge, HC COMMERCIAL DIVISION
30.	Hon. Justice Asiimwe Tadeo	Deputy Head, HC LAND DIVISION
31.	Hon. Lady Justice Kazaarwe Olive Mukwaya	Judge, HC LAND DIVISION
32.	Hon. Justice Ssekaana Musa	Head, HC CIVIL DIVISION
33.	Hon. Lady Justice Joyce Kavuma	Senior Resident Judge, MBARARA HC CIRCUIT
34.	Hon. Justice Emmanuel Baguma	Deputy Head, HC CIVIL DIVISION
35.	Hon. Justice Richard Wejuli Wabwire	Judge, HC INTERNATIONAL CRIMES DIVISION
36.	Hon. Lady Justice Esta Nambayo	Judge, HC CIVIL DIVISION
37.	Hon. Justice Isaac Muwata	Judge, HC CRIMINAL DIVISION
38.	Hon. Justice Isah Serunkuma	Resident Judge, Masindi HC CIRCUIT
39.	Hon. Justice Vincent Emmy Mugabo	Senior Resident Judge, FORT PORTAL HC CIRCUIT

No	NAME	DESIGNATION
40.	Hon. Justice Phillip Odoki	Senior Resident Judge, GULU HC CIRCUIT
41.	Hon. Lady Justice Immaculate Busingye	Judge, HC LAND DIVISION
42.	Hon. Lady Justice Susan Abinyo	Judge, HC COMMERCIAL DIVISION
43.	Hon. Justice Byaruhanga Jesse Rugyema	Resident Judge, HOIMA HC CIRCUIT
44.	Hon. Justice Boniface Wamala	Judge, HC CIVIL DIVISION
45.	Hon. Lady Justice Jane Okuo	Judge, HC ANTI-CORRUPTION DIVISION
46.	Hon. Lady Justice Jeanne Rwakakooko	Judge, HC FAMILY DIVISION
47.	Hon. Lady Justice Katamba Victoria Nakintu Nkwanga	Senior Resident Judge, MASAKA HC CIRCUIT
48.	Hon. Lady Justice Margaret Apiny	Resident Judge, MBALE HC CIRCUIT
49.	Hon. Lady Justice Florence Nakachwa	Resident Judge, MUKONO HC CIRCUIT
50.	Hon. Justice Tom Chemutai	Resident Judge, RUKUNGIRI HC CIRCUIT
51.	Hon. Justice Vincent Wagona	Resident Judge, FORT PORTAL HC CIRCUIT
52.	Hon. Lady Justice Alice Komuhangi	Judge, INTERNATIONAL CRIMES DIVISION/Focal Judge - SGBV
53.	Hon. Justice Lawrence Tweyanze	Resident Judge, MASAKA HC CIRCUIT

## ACTING JUDGES

1.	Hon. Justice Emokor Samuel	Resident Judge, KABALE HC CIRCUIT
2.	Hon. Lady Justice Nassuna Flavia Matovu	Judge, LAND DIVISION
3.	Hon. Lady Justice Kanyange Susan	Judge, LAND DIVISION
4.	Hon. Lady Justice Ikit Mary	Resident Judge, MOROTO HC CIRCUIT
5.	Hon. Lady Justice Christine Kaahwa	Resident Judge, MUKONO HC CIRCUIT

6.	Hon. Lady Justice Patricia Mutesi	Judge, COMMERCIAL DIVISION
7.	Hon. Justice Dr. Singiza Douglas Karekora	Judge, CIVIL DIVISION
8.	Hon. Justice Namanya Bernard	Judge, LAND DIVISION
9.	Hon. Lady Justice Patricia Kahigi Asimwe	Judge, COMMERCIAL DIVISION
10.	Hon. Justice Ocaya Thomas Ojele Rubanga	Judge, COMMERCIAL COURT
11.	Hon. Lady Justice Magala Harriet Grace	Judge, COMMERCIAL COURT
12.	Hon. Lady Justice Nagawa Celia	Judge, FAMILY DIVISION
13.	Hon. Justice Nshimye Allan Paul Mbabazi	Resident Judge, MBARARA HC CIRCUIT
14.	Hon. Justice Okello George	Resident Judge, GULU HC CIRCUIT
15.	Hon. Lady Justice Bukirwa Faridah Shamilah	Resident Judge, JINJA HC CIRCUIT
16.	Hon. Justice Acellam Collins	Resident Judge, ARUA HC CIRCUIT
17.	Hon. Justice Nabakooza Flavia	Ag. Resident Judge, Mpigi HC CIRCUIT
18.	Hon. Justice Kwizera Amos	Resident Judge, BUSHENYI, MBARARA HC CIRCUIT
19.	Hon. Justice Karemani Jamson Karemera	Resident Judge, KIBOGA, MUBENDE HC CIRCUIT
20.	Hon. Justice Mwaka Phillip Willebrord	Resident Judge, KITGUM HC CIRCUIT
21.	Hon. Justice Makumbi David Samson Lwakya	Resident Judge, FORT PORTAL HC CIRCUIT
22.	Hon. Justice Dr. Akello Echokit Christine	Judge, FAMILY DIVISION
23.	Hon. Lady Justice Jackline Mwendha	Resident Judge, MUKONO HC CIRCUIT
24.	Hon. Lady Justice Naluzze Aisha Batala	Resident Judge, LAND DIVISION
25.	Hon. Lady Justice Kania Rosette Comfort	Judge, CRIMINAL DIVISION
26.	Hon. Lady Justice Rubagumya Tumusiime Patience Emily	Judge, COMMERCIAL DIVISION
27.	Hon. Justice Lubega Farouq	Resident Judge, MBALE HC CIRCUIT

## INDUSTRIAL COURT

No	NAME	DESIGNATION
1.	Hon. Lady Justice Linda Tumusiime	Head, INDUSTRIAL COURT
2.	Hon. Justice Anthony Wabwire	Judge INDUSTRIAL COURT

No	NAME	DESIGNATION
1.	HW Langa Sarah Siu	CHIEF REGISTRAR

## REGISTRARS

No	NAME	COURT
1.	HW Kisawuzi Eliasa Omar	MEDIATION
2.	HW Ssali Harriet Nalukwago	SUPREME COURT
3.	HW Bareebe Rosemary Ngabirano	HIGH COURT
4.	HW Kisakye Mary Lukwago Kaitesi	PLANNING, RESEARCH & DEVELOPMENT

## ACTING REGISTRARS

1.	HW Lamunu Pamela Ocaya	INSPECTORATE OF COURTS
2.	HW Katushabe Prossy	JUDICIAL TRAINING INSTITUTE
3.	HW Ereemye Jumire James Mawanda	MAGISTRATES AFFAIRS & DATA MANAGEMENT
4.	HW Ayebare Thadius Tumwebaze	PRIVATE LEGAL SECRETARY TO THE CHIEF JUSTICE
5.	HW Rukundo Allen Owembabazi	COURT OF APPEAL
6.	HW Kintu Simon Zirintusa	CIVIL DIVISION OF THE HIGH COURT
7.	HW Nabaggala Sylvia Mbuga	INDUSTRIAL COURT
8.	HW Atingu Beatrice Stella	ANTI-CORRUPTION DIVISION
9.	HW Edoku John Paul	REGISTRY OF PLANNING, RESEARCH & DEVELOPMENT

## DEPUTY REGISTRARS, COURTS OF JUDICATURE

No	NAME	COURT
1.	Dr. Nakibuule Gladys Kisekka	JTI/ RESEARCH
2.	HW Waninda Fred K.B	JINJA HIGH COURT CIRCUIT
3.	Dr. Nkonge Agnes	MEDIATION

No	NAME	COURT
4.	HW Khainza Eleanor Mary	MEDIATION
5.	HW Festo Nsenga	CRIMINAL DIVISION OF THE HIGH COURT
6.	HW Angualia Moses Gabriel	INSPECTORATE
7.	HW Kaweesa Godfrey	MEDIATION
8.	HW Ajio Hellen	INSPECTORATE
9.	HW Babirye Mary	SUPREME COURT
10.	HW Natukunda Janeva	LAND DIVISION OF THE HIGH COURT <i>(In-charge)</i>
11.	HW Hatanga Juliet Harty	INTERNATIONAL CRIMES DIVISION OF THE HIGH COURT
12.	Dr. Mushabe Alex Karocho	PRIVATE LEGAL SEC. TO DCJ / APPELLATE MEDIATION
13.	HW Ntalo Nasulu Hussein	SOROTI HIGH COURT CIRCUIT
14.	HW Bucyana Lillian	COURT OF APPEAL
15.	HW Agwero Catherine	MAGISTRATES AFFAIRS AND DATA MANAGEMENT
16.	HW Borore Julius Kyaka	MASAKA HIGH COURT CIRCUIT
17.	HW Sempala Dorothy Lwanga	INSPECTORATE OF COURTS
18.	HW Nanteza Zulaika	MBARARA HIGH COURT CIRCUIT
19.	HW Akullo Elizabeth Ogwai	MUKONO HIGH COURT CIRCUIT
20.	HW Twakyire Samuel	INSPECTORATE OF COURTS
21.	HW Anyala Susanne Okeny	COURT OF APPEAL

## ACTING DEPUTY REGISTRARS

No.	NAME	ASSIGNMENT
1.	HW Amoko Patricia	PRIVATE LEGAL SECRETARY TO THE CHIEF REGISTRAR
2.	HW Alum Agnes	INSPECTORATE OF COURTS
3.	HW Olumo Samuel	FAMILY DIVISION
4.	HW Matenga Francis Dawa	FORTPORTAL HIGH COURT CIRCUIT
5.	HW Karungi Loe	ARUA HIGH COURT CIRCUIT
6.	HW Mulalira Faisal Umar	JUDICIAL TRAINING INSTITUTE
7.	HW Mugala Jane	LUWERO HIGH COURT CIRCUIT
8.	HW Tusiime Sarah Bashaija	FAMILY DIVISION
9.	HW Sayekwo Emmy G.	MOROTO HIGH COURT CIRCUIT
10.	HW Mukanza Robert	MBALE HIGH COURT CIRCUIT
11.	HW Didas Muhumuza	CRIMINAL DIVISION



12	HW Chemeri Jessica	MAGISTRATES AFFAIRS AND DATA MANAGEMENT
13	HW Obong George	GULU HIGH COURT CIRCUIT
14	HW Kayondo Kabasinguzi Josephine	LAND DIVISION
15	HW Arinaitwe Goretti	MBARARA (SITTING AT BUSHENYI)
16	HW Nkwasiwe Ivan	FORT PORTAL (SITTING AT KASESE)
17	HW Aisia Suzanne Musooli	GULU HIGH COURT (SITTING AT KITGUM)
18	HW Kinobe Binaga Rogers	MUBENDE HIGH COURT CIRCUIT
19	HW Mutatiina Natukunda Angella	MUBENDE (SITTING AT KIBOGA)

### **ASSISTANT REGISTRARS, COURTS OF JUDICATURE**

<b>No.</b>	<b>NAME</b>	<b>COURT</b>
1.	HW Twinomuhwezi Henry	KABALE HIGH COURT CIRCUIT
2.	HW Atukwasa Justine	MPIGI HIGH COURT CIRCUIT
3.	HW Ssalaamu Godfrey Ngobi	LIRA HIGH COURT CIRCUIT
4.	HW Sayuni David	IGANGA HIGH COURT CIRCUIT
5.	HW Dr. Lubowa Daniel	MUBENDE HIGH COURT CIRCUIT
6.	HW Mulondo Mastulah	SMALL CLAIMS
7.	HW Nakitende Juliet	MASINDI HIGH COURT CIRCUIT
8.	HW Kagoda Moses S. Ntende	LAND DIVISION
9.	HW Nakadama Esther Lydia Mubiru	CIVIL DIVISION
10	HW Butanula Rashida	LAND DIVISION

### **ACTING ASSISTANT REGISTRARS**

<b>No.</b>	<b>NAME</b>	<b>ASSIGNMENT</b>
1.	HW Okumu Jude Muwone	LAND DIVISION
2.	HW Nantamu Oliver	RUKUNGIRI HIGH COURT CIRCUIT
3.	HW Kyampaire Dorothy	COMMERCIAL DIVISION
4.	HW Ijang Maureen Eunice	FAMILY DIVISION
5	HW Bamwite Emmanuel	HOIMA HIGH COURT CIRCUIT
6	HW Hellen Edimu	TORORO HIGH COURT CIRCUIT
7	HW Mubiru Nassif Umar	MUKONO HIGH COURT CIRCUIT
8	HW Namutebi Christa	JINJA HIGH COURT CIRCUIT
9	HW Namutebi Christine Kellen	MASAKA HIGH COURT CIRCUIT

10	HW Tumwebaze Kenneth	LUWERO HIGH COURT CIRCUIT
11	HW Nankya Nusulah	MBALE HIGH COURT CIRCUIT
12	HW Naluyima Rania	MBARARA HIGH COURT CIRCUIT
13	HW Atigo Hellen	FAMILY DIVISION
14	HW Komugisha Juliet	FAMILY DIVISION

