



THE JUDICIARY JUDICIAL TRAINING INSTITUTE

**REPORT ON THE TRAINING ON CASE
MANAGEMENT AND ALTERNATIVE
DISPUTE RESOLUTION FOR JUDICIAL
OFFICERS IN THE EASTERN REGION**



THE JUDICIARY



**4TH TO 8TH AUGUST 2025.
HELD AT WASH AND WILLS HOTEL-MBALE**



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FOREWORD

Hon. Justice Prof. Andrew Khaukha
Executive Director, Judicial Training Institute



The Judiciary of Uganda is currently grappling with a significant case backlog of 46,542 cases, representing 27.81% of the national caseload. The Case Census Report for 2025, reflects a total caseload of 176,353 pending cases. This growing caseload has caused delays in justice delivery and a decline in public trust. Recognizing that timely access to justice is crucial for a credible legal system, the Judiciary has initiated several strategic reforms.

Key among these is the promotion of Alternative Dispute Resolution (ADR) methods such as mediation, arbitration, and plea bargaining, which offer faster and less adversarial dispute resolution. Technology-driven solutions like the Court Case Administration System (CCAS) and the Electronic Court Case Management Information System (ECCMIS) are also being implemented to enhance transparency, efficiency, and accountability. Additionally, the introduction of Small Claims Procedures has accelerated the resolution of minor civil cases.

Despite these efforts, challenges such as delayed judgments and prolonged hearings persist, keeping the backlog high. To address this, the Judicial Training Institute (JTI) launched a capacity-building initiative to strengthen the competencies of judicial officers. The training focuses on core skills like mediation, case management, and judgment writing—key to improving the speed and quality of justice delivery.

Initial sessions held in Gulu and Mbarara, covering Northern and Western Uganda, received positive feedback and demonstrated the value of targeted professional development. Building on this success, the initiative has been extended to Eastern Uganda, targeting High Court Circuits in Mbale, Soroti, Kumi, Tororo, and Moroto, along with their respective Chief Magistrates' Courts.

This expansion reflects the Judiciary's commitment to ensuring equitable access to justice nationwide. The training aims not only to reduce the case backlog but also to enhance the consistency and quality of judicial services. Through this proactive approach, the Judiciary is reaffirming its dedication to continuous improvement and restoring public confidence in the justice system.

ACRONYMS

JTI - Judicial Training Institute

ADR- Alternative Dispute Resolution

IDLO- International Development Law Organisation

DCJ- Deputy Chief Justice

DPP- Director of Public Prosecutions

PJ - Principal Judge

CCAS- Court Case Administration System

ECCMIS- Electronic Court Case Management Information System



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1.0 INTRODUCTION

The Judicial Training Institute was established in 2004 by the Hon. Chief Justice through an Administrative Direction to provide on-the-job training for judicial and non-judicial officers of the Uganda Judiciary. The institute may also conduct training for officers under the justice, law, and order sector upon Request. The institute also houses the Law Reporting and Research departments of the Judiciary, which play a pivotal role in facilitating the administration of Justice. Because of the need to attain a legal status, the Chief Justice, through administrative powers under Article 133 of the Constitution, granted a semi-autonomous status to the institute under Office Instruction No.02 of 2017. It's essential also to note that its mandate was reaffirmed under Section 19 of the Administration of Justice Act, 2020.

Vision: To become the leading provider of high-quality training for excellence in the administration of justice.

Mission: To develop and deliver sustainable educational, training, research, and consultancy programs for socio-economic development for all, essentially aiming to improve the administration of justice through high-quality training for judicial officers and staff within the Ugandan Judiciary.

The Primary Objectives:

- (i) to enhance the quality of judicial performance by providing ongoing professional development programs and conducting research; to
- (ii) improve the administration of justice and build capacity within the judiciary through targeted training programs for staff at all levels,



ultimately aiming to improve the effectiveness and responsiveness of the judicial system in Uganda.

1.1 Statement of the problem and Justification for the Training

Uganda's justice system faces a severe caseload exceeding 167,000 pending cases. Many of the cases have remained unresolved for over two years. This is particularly evident in High Court Circuits of Mbale, Soroti, Moroto, Kumi, Tororo and the magistrates' court thereunder. Prolonged adjudication, limited use of ADR and underuse of modern practices have hindered justice delivery, mainly affecting land disputes and criminal cases due to the continuous landslides in the areas of Bududa and Bulambuli, the recurring cattle rustling and internal wars in the Karamoja region, which have caused land wrangles and increased crime rate, respectively.

Judicial officers often lack practical skills in enforcing timelines, managing cases proactively, and producing well-reasoned judgments. The training aims to address these gaps by equipping judicial officers with practical skills in active case management, mediation, plea bargaining, and judgment writing. It also emphasised training in the use of ICT tools for legal research, drafting, case management, and reporting. At the same time, a follow-up mentoring component was included to ensure long-term application of these skills.

This backlog situation is further escalated by challenges in judgment writing, a critical judicial function that directly impacts the quality and timeliness of justice delivery.



The Hon. Chief Justice's annual performance report of 2023/2024 indicates delayed and variable judgment quality as a persistent obstacle to efficient case resolution. A well-written judgment communicates the court's final decision, outlining the remedies and reasoning, and enhances public confidence in the judiciary by making decisions more acceptable to parties.

This reduces execution complexities, minimises unnecessary appeals, and ultimately strengthens the rule of law. To achieve this, there is a need for capacity building on case management for the judicial officers in the above-named High Court Circuits.

Case management includes: assigning specific deadlines, managing discovery, encouraging alternative dispute resolution, and timely delivery of well-reasoned decisions. Therefore, effective and efficient case management facilitates quick access to justice, promotes certainty in case disposal and thus realises the rule of law.

1.2 Objectives of the Training

The overall objective of the training is to enhance effectiveness and efficiency among judicial officers on case management, during pre-trial, trial, and even post-trial, with specific emphasis on;

- (i) enhancing the capacity of judicial officers on alternative dispute resolution.
- (ii) training in the concepts and principles of plea bargaining.
- (iii) establish foundational knowledge of judgment writing as a core judicial function, including understanding different judgment types, their



intended audiences and appropriate stylistic conventions for effective justice administration.

- (iv) familiarising participants with contemporary developments and established best practices in judgment drafting with particular emphasis on achieving proper structure, substantive content and clarity on judicial reasoning.
- (v) developing specialised competencies among chief magistrates in appellate judgment writing that meet the rigorous standards of higher judicial review
- (vi) enhancing judicial decision-making skills by strengthening participants' ability to evaluate and weigh evidentiary materials properly during judgment formulation.
- (vii) demonstrating practical applications of information and communication technology in modern judgment writing, including innovative legal research and opinion drafting techniques.
- (viii) creating an evaluative framework for participants to receive and provide constructive feedback on judgment quality and writing effectiveness.
- (ix) assisting magistrates in developing their judicial writing voices while maintaining their judgements required structure, precision, and logical flow.

1.3 Faculty

Co-funded by the International Development Law Organisation (IDLO). The training was attended by 63 participants, consisting of 35 females and 33 males, drawn from the high court circuits of Mbale, Soroti, Kumi, Tororo, and Moroto.



The training was facilitated by a distinguished faculty team that comprised Hon. Justice Richard Buteera, Deputy Chief Justice Emeritus; Hon. Justice Yorokamu Bamwine, Principal Judge Emeritus; Hon. Justice David Wangutusi, Retired High Court Judge; Hon. Justice Andrew Khaukha, Executive Director of JTI; Mr. Atoke Francis, Solicitor General Emeritus; Mr. Gimara Francis, Senior Counsel; Hon. Lady Justice Jane Frances Abodo, the Director of Public Prosecutions; and Ms. Barbara Kilei, Country Manager, IDLO.

1.4 Training methodology

An interactive, hands-on approach was adopted, combining expert presentations, case studies, group discussions, and scenario-based exercises. This enabled officers to engage with real-life judicial challenges and apply best practices in a practical setting, with continued support through structured mentoring and peer reviews for judicial officers from the High Court and Chief Magistrates' Courts of Mbale, Soroti, Tororo, Kumi and Moroto Kotido, selected based on case backlog and regional need.

2.0 OPENING CEREMONY

The opening ceremony of the Judicial Training Institute's training commenced with a prayer led by HW Hope Namisi.

2.1 Welcome and Introductions by HW Lillian Bucyana

The session was moderated by HW Lillian Bucyana, Ag. Registrar of the Judicial Training Institute. She warmly welcomed the Chief Guest, faculty members, and participants, leading them through a self-introduction session. She also



HW Lillian Bucyana moderating the opening ceremony.

introduced the faculty team that would facilitate the five-day training.

She informed the Chief Guest that participants had travelled from as far as Arua and Agago, having previously missed the northern region trainings. She also acknowledged the presence of an online audience attending the session remotely. She concluded by inviting the DCJ Emeritus, Hon. Justice Richard Buteera, who would take over the official

opening of the ceremony.

2.2 Remarks Ms. Barbara Kilei



Ms. Barbara Kilei, Country Manager, IDLO, giving her remarks during the opening ceremony.

Ms. Kilei, the Country Manager, IDLO, expressed her gratitude for being part of the training initiative. She described it as a privilege to participate in the transformative journey undertaken by the Judicial Training Institute through capacity building. She emphasised that the

training is not only about books, but about learning, exchanging practices, building relationships, and making a call to action.

She noted the following key points: Justice should be people-centered, especially for women and girls, by embracing Alternative Dispute Resolution (ADR) and promoting alternatives to custodial sentences, Emphasis on the dignity of formerly incarcerated individuals, reduction of economic burdens, and ensuring inclusive justice, Courts must be safe spaces, particularly in handling juvenile cases, which should be prioritized and handled with sensitivity and care, The importance of improving the use of technology, including virtual hearings, ECCMIS, and other digital tools, to enhance justice delivery.

She reaffirmed IDLO's commitment to partnering with the Judiciary in promoting people-centred justice in Uganda.

2.3 Remarks by Hon. Justice Farouk Lubega



Hon. Justice Farouk Lubega making his welcome remarks.

The senior resident judge, Mbale High Circuit, began by observing the protocol laid out by the Ag. Registrar. He welcomed participants to the training in Mbale and noted that the training reaffirms the Judiciary's commitment to efficient service delivery, calling the training timely and relevant.



He highlighted the significance of case management in promoting Efficiency, Fairness, and Timely disposal of cases.

He emphasised that ADR is an essential tool in handling civil and family matters, helping to reduce pressure on the court system while promoting harmony.

Justice Lubega stressed that training is not just about tools and techniques, but about cultivating a mindset of accountability, transparency, and efficiency. He encouraged participants to reflect, learn, and share experiences, ultimately recommitting to justice delivery in their jurisdictions.

He concluded by appreciating the Judicial Training Institute and the expert faculty team for their theoretical and practical insights. He urged participants to take full advantage of the sessions for both personal development and a more accessible, just judicial system.

2.4 Remarks by Hon. Justice Richard Buteera

The Hon. DCJ Emeritus appreciated the training model that brings together judges, registrars, and magistrates for joint learning. He recounted earlier years when judicial staffing was limited, with only a few judges in locations like Jinja and Mbale. He noted that the current increase in judicial workforce and establishment of new circuits reflects how far the Judiciary has come.



Hon. Justice Richard Buteera, making his remarks at the opening ceremony

2.5 Hon. Justice Prof. Andrew Khaukha



Figure 5: Hon. Justice Prof. Andrew Khaukha, making his welcoming remarks.

The Executive Director, JTI, offered a historical context on judicial reforms. He recalled that in 2019, then Chief Justice Emeritus Bart Katureebe inquired about the feasibility of conducting a case census. Following a benchmarking visit to Malaysia, the Judiciary conducted a census and discovered that the actual case

backlog was 114,000, not 300,000 as had been reflected in the CCAS system.



He identified three major causes of backlog: Human factors judicial officers, legal practitioners, litigants, and other stakeholders, Legal framework – laws and court procedures and Infrastructure and systems.

As a solution to legal framework issues, the Judiciary Law Reform Committee, chaired by Hon. Justice Yorokamu Bamwine, PJ Emeritus, was established and successfully revised many court rules. Justice Khaukha, who served as secretary to the committee, highlighted that Hon. Justice Wangutusi was also a member.

He encouraged participants to engage with the faculty team, some of whom were directly involved in formulating these rules, to understand the reasoning behind specific provisions.

He also recounted his work on the concept paper introducing plea bargaining in 2008, under the direction of the Chief Justice and in collaboration with PJ Emeritus. He emphasized that participants should treat these faculty members as “Hansards” for legal reform.

On ADR and judicial leadership, he praised the DCJ Emeritus as the first chairperson of the Judiciary Case Management Committee under AJA, and a pioneer of appellate mediation.

He concluded with a parable about mediation and creative problem-solving, drawn from the story of the 18th camel, which illustrated key principles of mediation and innovation.

2.6 Official Opening by Hon. Justice Mike Chibita



Hon. Justice Mike Chibita giving his opening remarks.

The Chairperson, Governing Council of JTI, began by welcoming the participants and expressing appreciation to Hon. Justice Andrew Khaukha, Executive Director of JTI, for organizing the training, Ms. Barbara Kilei, for IDLO's continued partnership in judicial capacity building, The participants, for their commitment to attending the training.

He noted that similar trainings had already been held in Gulu and Mbarara, and that the current training was timely, as courts continue to face case backlogs and delays in judgment delivery. However, he emphasized that these challenges present opportunities to innovate and reform.

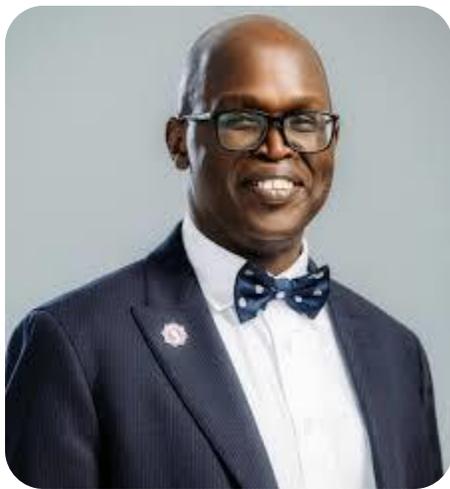
He highlighted the importance of Effective case management as a pillar of judicial accountability and efficiency and the use of Techniques such as Early scheduling conferences, Strict case timelines, Digital tracking systems, Strong judicial leadership in pre-trial processes.

Justice Chibita encouraged judicial officers to adopt a mediator’s mindset, empowering parties to become part of the solution. He shared that if every judicial officer mediated just three cases per month, 189 disputes could be resolved monthly—translating to over 2,000 relationships restored annually. He concluded by thanking the faculty for their continued dedication and encouraged participants to actively engage, share experiences, and challenge traditional practices to bring about sustained improvements in case management.

He then declared the training officially open.

3.0 PRESENTATIONS

3.1 Leadership by Mr. Francis Gimara



Senior Counsel Francis Gimara

Senior Counsel Francis Gimara opened his presentation by reflecting on President Trump’s leadership to illustrate the global significance of leadership. Quoting, *“The good book says without vision, people perish,”* he emphasised the need for visionary leadership within the judiciary. He commended the Judicial Training Institute for integrating leadership into judicial training and called for a shift in mindset to address pressing challenges.



He highlighted deep-rooted issues in the justice system, including a backlog of 40,000 cases, delays in 30% of court matters, and civil cases stretching up to 15 years. He noted that 45% of prisoners remain on remand—some for up to nine years—calling this a failure of the judiciary’s constitutional mandate. He argued that these problems are not merely operational but reflect a leadership gap.

Mr. Gimara stressed that leadership is key to fulfilling the judiciary’s mission. Judicial officers must go beyond case adjudication to influence and embody leadership by setting a clear vision, restoring public confidence, balancing independence with societal needs, ensuring impartiality, and improving case management. He observed that despite increased resources, performance has not matched expectations—pointing again to the absence of strong leadership. He challenged participants to reflect on whether their adjudication practices promote justice delivery, reduce delays, and build confidence. He urged judicial officers to view themselves as leaders at every level, adopting leadership styles such as transformational, transactional, and trust-based leadership, with an emphasis on the transformational approach for long-term change.

Encouraging system thinking, he called on officers to consider environmental, social, and governance (ESG) aspects in their decisions. He emphasised that backlogs are people issues, not just statistics, involving judicial officers, lawyers, and the public. He applauded the integration of Alternative Dispute Resolution (ADR) and Alternative Justice Systems (AJS) as significant steps forward.



Mr. Gimara invited participants to consider their legacy beyond retirement, introducing the concept of Level 5 leadership—marked by service, humility, and integrity. He urged them to develop traits such as resilience and clear communication, while leveraging tools like ECCMIS and learning from innovations like the PPDA Tribunal’s use of virtual hearings.

He cited data showing that most disputes involve land, family, domestic violence, and crime, urging leaders to prioritise these areas. He closed by encouraging a shift from positional to pinnacle leadership, driven by purpose, systems thinking, and trust. Quoting Aristotle, he reminded them that *“Excellence is never an accident; it is the result of high intention, sincere effort, and intelligent execution.”*

During the plenary, it was acknowledged that judicial officers traditionally focus solely on hearing cases, but leadership must now be embraced across all ranks. Justice Buteera echoed this by sharing a story about Winston Churchill, challenging participants to reflect on their core values and what it would take to compromise them.

3.2 Overview of the Mediation Practice/Judge Mediator Mindset and Appellate Mediation-Best Practices by Hon. Justice Richard Buteera

Hon. Justice Richard Buteera opened his presentation by emphasising that litigants come to court expecting dispute resolution through litigation. Therefore, judicial officers and mediators must clearly explain why parties may be referred to mediation. He reminded participants that the judiciary is a service institution, and court users must easily understand its processes.

He defined mediation as a form of Alternative Dispute Resolution (ADR) based on assisted negotiation, where a neutral mediator helps parties reach a mutually acceptable solution. Unlike litigation, mediation is voluntary, informal, private, and non-binding—the solution comes from the parties, not the mediator.



Hon. Justice Butera Richard in a session

Justice Butera rooted mediation in Article 126(1)(2)(b), (c), and (d) of Uganda’s Constitution, which vests judicial power in the people and demands that justice reflect their norms, values, and aspirations. This,

The stressed, reinforces the judiciary’s duty to deliver people-centred justice.

He outlined key preliminaries for effective mediation, including thorough preparation, understanding the legal background, and securing parties’ acceptance of the process and mediator. At the mediation’s start, mediators should introduce themselves, explain their qualifications, clarify the process, and define everyone’s role—including encouraging lawyers to support the process, as professional attitudes toward mediation continue to impede ADR uptake.



He emphasised setting early ground rules to ensure respectful and equal participation. Parties should be encouraged to express their perspectives clearly, while the mediator actively listens, reframes issues, and facilitates discussion without imposing views.

In certain situations, private caucuses can help uncover deeper issues; sometimes, a simple apology may resolve a dispute.

Justice Buteera described two mediation styles: facilitative, where the mediator helps parties understand each other's positions; and evaluative, where the mediator offers insight into possible legal outcomes to aid decision-making.

In concluding mediation, all key issues, especially interrelated ones like in family disputes, should be resolved, and agreements written immediately to prevent interruptions. These agreements must be clear, complete, and timely.

He emphasised core mediation principles: party autonomy, mediator impartiality, confidentiality, restoration of relationships, patience, and effective time management.

Justice Buteera proposed several practical measures to strengthen mediation: judicial officers should regularly schedule mediation activities, coordinate with mediators on strategy, monitor mediator performance, keep and report mediation records, and engage in ongoing training and self-assessment.

He concluded by encouraging participants to apply these practical mediation skills with a service-oriented mindset grounded in constitutional values, to ensure the delivery of timely, fair, and accessible justice.

Breakout Session on Mediation

Participants were divided into six groups (Groups 1 to 6), with each pair of groups assigned to work on the same mediation simulation exercise. This

approach was designed to foster comparative insights and encourage diverse strategies in dispute resolution.

The breakaway sessions were facilitated by Resident Judges from the High Court circuits and senior Registrars, who provided guidance and oversight throughout the group activities.



Following the sessions, all groups reconvened in plenary to present their findings, discuss their approaches, and share reflections from the simulations. The presentations demonstrated a high level of engagement, critical thinking, and practical application of mediation principles.

Participants in session

Justice Wangutusi, speaking on behalf of the faculty team, commended the group's representatives for their meticulous and well-structured presentations. He emphasised the importance of translating the lessons learned into practical action, stating that the expectation is that we do not go back the way we came.”



THE JUDICIAL TRAINING INSTITUTE

REFLECTIONS FROM THE CASE MANAGEMENT & ADR TRAINING AT WASH & WILLS HOTEL MBALE—4/08/2025.

Justice Mike Chibita, Justice of the Supreme Court, Chairperson Governing Council, JTI

1. "Case Management and ADR training is timely. Within the challenge of prolonged delays in case disposal lie opportunities for reform, which are answered by the adoption of Alternative Dispute Resolution."
3. "Judicial Training and reskilling is the equivalent of sharpening our judicial axes. When given a few hours to cut a tree, spend time sharpening the axe. These trainings are sharpening tools. Hereafter, the judicial tree called case backlog must fall quickly."
4. "Mediation and other Alternative Dispute Resolution mechanisms act as a bridge to restorative and reconciliatory justice, resonating deeply with our cultural and constitutional roots. The outcome is owned by the parties, because they participate in the process right from the choice of mediator."
6. "If each of the 63 participants mediated 3 cases per month, 189 cases would be done per month, and over 2000 cases would get completed per year and more. 3 cases per month is the bare minimum. This is the potential impact on case disposal that a 5-day training can have. These would not just be concluded cases. These would be restored relationships"
7. "Justice hinges on: Integrity, time keeping and managing stakeholders"

Justice Buteera, DCJ Emeritus

19. "Every head of station should have a program for mediation. Each accredited mediator should have a program for mediation. Mediators and JOs should meet and agree on the performance of mediation at the court."

Justice Prof. Andrew Khaukha, ED JTI

7. "An effective mediator provides a framework within which all parties can achieve their objectives. The mediator's role is not to impose solutions but rather create conditions where parties can discover their own path forward to a solution."
8. "Sometimes, the most elegant solutions to disputes are the use of breakthrough thinking—the ability to step outside conventional frameworks and discover possibilities that were previously not easy to see. The most elegant solutions may require not subtraction or compromise, but the strategic addition of a new element that transforms the whole equation and dispute at hand—The 18th Camel, parable of creative problem solving and mediation."
9. "A good mediator should challenge their assumptions when facing difficult situations to enable them to think about new and previously unorthodox solutions. The best solutions often expand the pie rather than simply arriving at a solution."
11. "The first step toward dispute resolution is believing that a solution exists, even when circumstances appear hopeless. Mediation and creative thinking can transform zero-sum conflicts into win-win opportunities. Sometimes, the most profound solutions are also the simplest."

Francis Gimara, SC

14. "Limited awareness of non-judicial options has led to unnecessary clogging of the courts. Trainings such as these help us learn what is possible for justice and justice delivery"
16. "Your appointment as a judicial officer automatically makes you a leader, which must make one a transformer. You must inspire change, foster collaboration, and address the needs of stakeholders."
17. "It behoves the Judicial Officer to get a 3C mentorship. A mentor for: character, capability/skills and community. These are core attributes to build to be an effective, trustworthy leader."
18. "ADR is one of the best things that has happened to the Judiciary Service. Power lies with the litigant as it allows litigants to choose those whom they trust, whose integrity they know and respect. This is a' for ownership of outcomes."

Figure 10: Reflections of the Hon. Justice Mike Chibita after presentations of Day 1.

This session reaffirmed the value of experiential learning and collaborative problem-solving in strengthening mediation and judicial practice.

DAY TWO

3.3 The Star Approach by Mr. Francis Atoke

Mr. Francis Atoke delivered a practical session on the STAR approach to mediation, outlining its key components and strategies for effective dispute resolution.



Mr. Atoke Francis making a presentation.

He provided an overview of the STAR approach and dissected it into: Firstly, Setting the stage, which entails establishing rapport, trust, and procedural clarity with the parties. Introducing yourself, explaining the mediation process, which reinforce confidentiality and neutrality. Secondly is to talk and listen, engaging the parties

actively. This allows them to express their perspectives, and create an environment of optimism and mutual respect. Thirdly, assessing the Issues; this entails Identifying and prioritizing issues through open-ended, non-judgmental dialogue. It also involves reframing issues to encourage constructive discussion, and lastly, resolve, which involves facilitating negotiations using appropriate techniques (e.g., joint sessions or caucuses), and guiding parties toward mutual agreement.

He shared key highlights in mediation which include; Flexibility in mediation, Opening Statements, use of communication Techniques such as active listening, Paraphrasing, Non-verbal cues (e.g., posture, eye contact, body language), Cultural Sensitivity which entails recognizing how culture, gender, personality,

and perception influence dispute dynamics is essential for effective mediation, Managing Emotions. He encouraged the use of caucuses when necessary to calm parties and maintain focus on resolution. Negotiation Models like Distributive Bargaining, which involves concessions toward a midpoint, are valuable but limited to positional negotiation. Integrative Bargaining, which focuses on underlying interests rather than positions, is also a valuable option. Encourages creativity and cooperation to find mutually beneficial solutions.

He concluded by stating that if an agreement is reached, it should be documented and signed by both parties. If no agreement is achieved, highlight the progress made and establish follow-up mechanisms.

During the plenary, Hon. Justice Wangutusi elaborated on the different mediation styles, which include; transformative mediation – Aims to empower parties



Hon. Justice Henry Kawesa Isabirye and Hon. Lady Justice IKIT Mary during the presentation.

and transform relationships, Facilitative Mediation – Focuses on guiding the process without influencing content or outcome, Evaluative Mediation – The mediator assesses legal strengths and suggests potential outcomes, helping the participants understand the application of

each style.

Justice Wangutusi encouraged mediators to select the most suitable approach depending on the nature of the dispute, parties involved, and context.

Breakout Session on Arbitration

Chair: Hon. Justice Richard Buteera,

During the breakout session, participants engaged in group work to analyse arbitration case simulations and presented their resolutions. Group 2, represented by HW Matanda Abubaker Hassan and HW Mwesigye Ronald, affirmed the tribunal's jurisdiction by referencing Section 61 of the Arbitration and Conciliation Act and the *Lakeside Dairy Ltd* case.



Hon. Justice David Wangutusi stressing a point during the session.

They addressed the validity of the arbitration agreement under Sections 16(a) and (b), emphasising the finality of arbitral awards and the independence of arbitration clauses. Issues of public policy and fraud were addressed using Section 34(2), while enforcement matters were discussed under Sections 34 and 36.

Another group, represented by HW Nakoko Isaac and HW Hilda Walaga, similarly confirmed the tribunal's jurisdiction under Section 16 and examined the arbitration agreement's validity under Section 3. The discussion underscored Uganda's commitment to Alternative Dispute Resolution (ADR) through its AJS and ADR policy frameworks, stressing the preference for arbitration as a mechanism. The session highlighted key legal requirements for a valid arbitration agreement, notably that it must be in writing and meet



statutory standards. The aspect of Public policy and fraud was discussed, and the issue of enforcement of the New York Convention was also addressed. The rest of the groups presented similar findings on the case simulations.

The role of courts in arbitration was also examined, with emphasis on party autonomy and the limited scope of judicial intervention as outlined in Sections 3 and 5. Although the Act designates the High Court as the competent authority, certain sections refer to magistrates, revealing inconsistencies in the legislative framework. Section 11 was noted for its caution against undue court interference in arbitrator appointments.

In the plenary, concerns were raised about the operational status of the Centre for Arbitration and Dispute Resolution (CEDAR), including the accessibility of its roster of arbitrators. Divergent views emerged regarding the Ministry of Justice's role in overseeing arbitration accreditation and administration. Expert opinions stressed the importance of claimants providing specific arbitrator details when seeking court intervention. Justice Wangutisi highlighted challenges arising when CEDAR is not fully functional and questioned where parties should turn in such cases, further emphasising the two perspectives on the Ministry's regulatory role.

Overall, the session provided a practical platform to explore Uganda's arbitration framework, the interface between courts and tribunals, and the importance of upholding arbitration agreements. It also identified legal and institutional gaps that must be addressed to enhance the effectiveness of arbitration as a dispute resolution tool.

3.4 Arbitration (Approach to adjudicating arbitration clauses) by Ms. Barbara Kilei.



Ms. Barbara Kilei is making her presentation.

Ms. Barbara began her presentation by outlining the legal framework for arbitration in Uganda, grounded in the Arbitration and Conciliation Act. She noted that the Alternative Dispute Resolution (ADR) policy has introduced significant changes, including the removal of CEDAR and its reintroduction under the Ministry of Justice and Constitutional Affairs. The ADR policy now mandates the use of ADR by all institutions delivering justice in Uganda.

She emphasised that under arbitration, a neutral third party makes a final and binding decision. A key point she raised was that, under Section 3 of the Act, an arbitration clause can stand independently as a valid agreement, without reference to the rest of the contract. The primary test is that the agreement must be in writing. Issues such as capacity and validity arise later. She added



that once parties present themselves without any disclaimer, board approval or lack thereof is irrelevant unless the contract is illegal.

Discussing the role of courts in arbitration, Ms. Barbara highlighted the importance of party autonomy, which courts are expected to uphold, citing Sections 3 and 5 of the Act. She mentioned a similar clause in Kenyan law, often referred to as a "bastard clause", due to its vague drafting.

On the issue of stay of legal proceedings, she noted a discrepancy between Section 2, which defines "court" as the High Court, and Section 5, which includes judges and magistrates, an apparent drafting error. She clarified that even if a judge is about to fix a hearing date, the matter can still be referred to arbitration unless the agreement is null and void. A significant challenge, however, lies in vaguely drafted contracts that make it difficult to identify what constitutes a "dispute" suitable for arbitration. She and the SG Emeritus are currently developing a lesson module to address this gap and help draft clearer dispute resolution clauses.

She referenced the RVRU v Uganda and Kenya case, which explored the scope and timing of disputes eligible for arbitration. Courts generally promote party autonomy, as seen in *Musa Saali v MTN Uganda*, where the court directed the parties to arbitration.

Ms. Barbara pointed out that under Section 16, arbitral tribunals have competence to determine their jurisdiction, and courts should only interfere in cases involving fraud. Regarding interim measures, she explained that while



tribunals can grant such relief, parties may still approach courts for remedies such as a Mareva injunction, without halting the arbitration process. However, courts should avoid contradicting the tribunal to maintain consistency with global arbitration standards, as supported by Section 11.

On the role of the Ministry in CEDAR-related matters, she clarified that it merely provides a list of arbitrators and does not influence the selection or decisions of arbitrators. She stressed the importance of ensuring independence and impartiality, noting that evidence of bias must be presented to challenge an arbitrator. The case of *Hullington v Chuck* (UK Supreme Court) was cited on this point.

In the plenary session, several concerns were raised. One key issue was the interpretation of Section 34(2)(6) regarding the setting aside of arbitral awards. If an arbitrator is proven to have been improperly influenced, or the award is based on deliberate misinformation or fraud, the court may set aside the award. Nonetheless, arbitrators retain the power to determine if fraud has affected a contract.

Finally, Ms. Barbara noted that corruption in contract execution can justify disregarding contractual terms and obligations. She cited *Wild Duty Free v Kenya* as an example where corruption invalidated the enforcement of contractual terms.

3.5 Presentation by Hon. Lady Justice Jane Frances Abodo



Hon. Lady Justice Jane Frances Abodo making her presentation.

Hon. Lady Justice Jane Frances Abodo, the Director of Public Prosecutions, addressed the relationship between the Office of the Director of Public Prosecutions (ODPP) and the Judiciary, emphasising their distinct but complementary roles within Uganda's justice system. She underscored the fundamental principles of due process, impartiality, and adherence to the rule of law that guide both institutions.

Justice Abodo highlighted that while the Judiciary is tasked with applying the law fairly and without bias, the ODPP is responsible for initiating prosecutions only when there is sufficient evidence. She stressed that prosecutorial decisions must be grounded in fairness, diligence, and thorough preparation, and cautioned against criticism of ODPP officers when cases are withdrawn or charges dropped, as such decisions reflect due prosecutorial discretion.

Both the Judiciary and ODPP share accountability to the public and have a mutual role in maintaining public confidence by conducting their functions with neutrality and integrity. Justice Abodo noted that courts cannot deliver favourable judgments without properly prepared cases from the ODPP, which must act independently to uphold justice.

She also explained that prosecutorial guidelines are informed by court decisions, ensuring consistency and fairness in the prosecution process.

In conclusion, Justice Abodo reaffirmed the complementary nature of the ODPP and the Judiciary in upholding the rule of law and delivering justice in Uganda.



Participants in plenary discussions

The plenary raised several issues including: the use of e-signatures for nolles and withdrawal forms, incases where investigations are completed, ODPP retaining police files in concluded investigations, and completed court files, create their files out of the police files, delayed committals, level of preparedness of state attorneys and need for training,

scientific/forensic evidence not retrieved, cases on warrant for long and accused cant be found and no withdrawal from the DPP, cause listing to be done with ODPP. The DPP provided insightful responses to the issues raised by the participants.

3.6 Presentation on Plea Bargain by Hon. Justice Yorokamu Bamwine



**Hon. Justice Yorokamu Bamwine
making his presentation**

His Lordship started his presentation by giving the history of the plea bargain, having been introduced in 2014, and why the judiciary introduced the plea bargain. He referred to the plea bargain rules, which guide plea bargaining in Uganda.

He provided a clear definition of plea bargaining and its key objectives. It was explained that plea bargaining serves to enable the accused, the prosecution, and the victim to reach an amicable agreement on an appropriate punishment through consultation. This process also helps to reduce case backlogs and prison congestion, alleviate the anxiety associated with criminal prosecutions, and encourage accused persons to accept responsibility for their offenses.

They then outlined the procedure for initiating a plea bargain. Typically, the accused initiates the process through the state attorney. Three critical questions were addressed: how plea bargaining can be initiated, who may initiate it, and when it can be initiated. Reference was made to Rule 5 of the Plea Bargain Rules, which allows the accused or the prosecution to initiate the process at any time before sentence.



Hon. Justice Boniface Wamala Making a contribution during the session.

Additionally, Rule 8 requires the parties involved to inform the court of any ongoing plea bargain negotiations and to consult with the court on its recommendations. In instances where the court rejects a plea bargain agreement, it is obligated to provide clear reasons for such refusal.

His Lordship also referred to the Second Schedule of the Plea Bargain Rules, which outlines the procedure for plea bargains in court. He shared the importance of the judicial officer explaining the accused's constitutional rights to the accused.

Breakout Session on Plea Bargaining.

During the breakout session on plea bargaining, participants were divided into six groups and given simulations involving a plea bargain agreement and case files. Groups 1 and 2, led by HW Albert Asimwe and HW Hilda Walaga, presented first. HW Asimwe referred to Rule 12 of the Second Schedule, which



A practical session of a plea bargain hearing.



outlines the plea bargaining process, and identified several key anomalies in the simulation: the accused was not informed of their constitutional rights, the procedure was not properly explained, the charge not read in a language the accused understands, there was no formal plea or summary of facts, no allocutus was recorded, and the sentence imposed differed from what was agreed upon.

He highlighted that plea bargains can be initiated by the accused, prosecution, or proposed by the court, and that judicial input on sentencing can be sought early in the process. He also underscored the importance of victim impact assessments in guiding both prosecution and court decisions.

Groups 3 and 5 presented similar findings, reinforcing proper procedures under the Second Schedule.

The third pair of group conducted a practical plea bargain session from the point of consultation with the judicial officer, through the procedures under the 2nd schedule of the rules upto the sentencing stage.

The faculty team, comprising of Ms. Nakigudde Margaret, Ms. Susan Wakabala, and Ms. Nandaula Lillian, provided feedback and applauded the groups for their presentations.

Ms. Wakabala emphasized that the simulations reflected a failed plea bargain, citing Rule 15 on improper sentencing, and stressed the need for judicial consultation and potential renegotiation.



THE JUDICIAL TRAINING INSTITUTE

KEY REFLECTIONS DAY 2

Mr. Francis Atoke, SG Emeritus

1. *"An introduction can make or break a mediation. It must be properly laid out to the parties to the mediation to create trust, establish credibility and show clarity of expectations. A poor introduction could derail the whole exercise"*

2. *"People don't live in a vacuum. It is important for the success of the mediation for the mediator to have a proper understanding of the culture, cultural context and the individual personality traits of the parties."*

3. *"The mediator needs to reign in on the appetites of the parties if they are unrealistic. They must help the parties steer clear of offensive or unrealistic offers and bargains. The role of the mediator is to create a meaningful space for reasonable negotiation"*

Retired Justice David Wangutusi

4. *"A mediator is not necessarily a passive participant to the process. They must play an advisory role in evaluating the strengths and weaknesses of cases and determining whether litigation might be preferable, especially in Court Annexed Mediation."*

Justice Jane Francis Abodo, DPP.

5. *"It is obvious that as we adopt and learn how to use plea bargain, the whole criminal justice system benefits and the ends of justice for all involved are met in a transparent and more satisfactory manner."*

Reflections from Day 2 presentations.

Ms. Lillian added concerns around remand time deductions, the judge's non-role in remission, and sentences exceeding agreed terms. She noted the rules are silent on failed plea bargains and advised on recusal and proper agreement signing. She also warned that retaining failed plea bargains on file could create bias and stressed the importance of having the rules in court during plea bargain proceedings.

The session was concluded by Ms. Nakiggude, who highlighted on issues that arose during plenary and applauded the participants for their active participation.

DAY THREE

3.7 Question and Answer Session on Mediation

Session Chair: Hon. Justice Richard Buteera

Moderator: Hon. Justice Prof. Andrew Khaukha



Hon. Justice Henry Kawesa Isabirye stressing a point during the session.

Day 3 of the training featured a highly interactive session focusing on mediation and plea bargaining, followed by insightful reflections on judgment writing.

The day began with a mediation quiz session led by Hon. Justice Prof. Andrew Khaukha.

The session involved 12 questions covering key principles and best practices in mediation. Resident Judges read the questions aloud, and participants actively engaged by volunteering responses. The open discussion allowed for a diversity of views, with the faculty stepping in to clarify and establish the correct positions where opinions differed.

Following the mediation segment, the focus shifted to a second interactive session on plea bargaining. Participants responded to a range of questions exploring the legal framework, procedures, and ethical considerations surrounding plea bargains. Their responses demonstrated a strong



understanding of the subject, supported by earlier presentations. Faculty members again provided guidance where views diverged.

Hon. Justice Henry Kawesa shared a practical experience involving a failed plea bargain that eventually went to full trial, emphasizing the complexities that can arise in such situations. HW Asiimwe Abert highlighted the importance of ensuring that accused persons fully understand the plea bargain process—particularly by communicating in a language they understand.

The session concluded with remarks from Hon. Justice Yorokamu Bamwine, who reflected on the challenges of plea bargaining, especially cases where accused persons maintain their innocence but still seek to be sentenced. He referenced the *Alford Plea* used in the United States, where an accused person may plead guilty while maintaining their innocence. Although Uganda considered this during benchmarking, it was ultimately not included in the local rules.

Justice Bamwine then turned to the topic of judgment writing, describing it as one of the most demanding and intellectually taxing responsibilities of a judicial officer. He reiterated the importance of judgment writing training in easing this burden. Quoting from a Nigerian counterpart, he emphasized that across jurisdictions, *how* a judgment is written is just as significant as the judgment's outcome—especially in complex or commercial cases.

He outlined four universally accepted attributes of a good judgment: Clarity, Coherence, Logical flow of reasoning and Faithful application of the law to the

facts. Judicial officers were encouraged to keep these qualities in mind throughout their writing. While acknowledging that individual writing styles may vary due to personal or cultural influences, he



**HW Hellen Edimu, Deputy Registrar,
Tororo High Court responding to a
question.**

emphasized the importance of upholding these key standards. A well-structured, concise, and reasoned judgment earns respect and enhances the credibility of the court.

Justice Bamwine stressed that litigants—particularly those who lose—must be able to understand why the decision went against them. Overly lengthy judgments should be avoided. He also referenced the constitutional mandate to administer substantive justice without undue regard to technicalities, urging judicial officers to prioritize merit-based decisions while remaining mindful of procedural requirements.

He concluded by noting the ongoing judicial dilemma of balancing form and substance, encouraging participants to reflect critically on where to draw that line in the interest of justice.

3.8 Introduction to Judgment Writing by Hon. Justice David Wangutusi

The retired justice of the High Court delivered a detailed and reflective presentation on the art and discipline of judgment writing, reminding participants that their central mandate is the disposal of cases—most of which



Hon. Justice David Wangutusi stressing a point during his presentation.

require well-written judgments, even when settled by consent. He cautioned against excessively long judgments, stressing that quality lies in clarity, legal soundness, logical reasoning, and completeness—not in length.

He advised against unnecessary repetition, such as rewriting entire charge sheets, and encouraged officers to craft judgments that are purposeful, structured, and easy to read.

Justice Wangutusi reflected on earlier judicial traditions, where judges drew inspiration from their seniors' writing styles. He noted that tone and language in a judgment often reflect a judge's mindset, and recommended starting a judgment like a story to naturally introduce key issues—particularly in criminal cases. Acknowledging delays in judgment writing, he identified lack of confidence, fear of critique, and limited skills as common causes, which training is intended to address to ease pressure and reduce backlog. He warned against leaving unwritten judgments when transferring stations.



Quoting Hon. Justice Gerald Lebovits—"Judgment writing is the hardest of the arts to master"—he reminded participants that judgments are written not for the judge, but for the litigants and the public. He outlined the training content, which included definitions, fact-finding, evidence evaluation, language, and impact, drawing on texts such as *Osborn's Law Dictionary*, *Caudhuri's The Art of Writing Judgments*, and Justice Odoki's works. He defined a judgment as a final decision that communicates the resolution of issues with legal reasoning.

He listed the core purposes of a judgment: clarifying judicial reasoning, explaining decisions to parties, ensuring accountability, resolving disputes, contributing to precedent, and aiding in backlog reduction. Legal foundations were referenced, including Section 133 of the Magistrates Courts Act and Order 21 of the Civil Procedure Rules, along with insights from legal authorities like Lord Denning and Jessel, underscoring the importance of transparency and reasoned decisions.

Justice Wangutusi provided a clear structure for writing judgments: caption, introduction, issues for determination, relevant facts, evidence evaluation, application of law, decision with reasons, and signature with date. He emphasized that judgments must be written in the court's official language, and must clearly state the issues, decisions, and supporting reasons to be valid.

On evidence, he stressed relevance and critical evaluation, especially of circumstantial evidence, referencing *Bogere Moses & Another v Uganda* and *Mukiibi Ismail* to highlight proper handling and the risk of misdirection. He warned against dismissing weak defense cases and insisted that conclusions be explicitly stated.

Concluding with a focus on style and language, Justice Wangutusi emphasized preparation and the careful use of language—judges’ primary tool. He encouraged plain English, clarity, and brevity, avoiding repetition and excessive citations, and recommended using a short prologue to set tone and context. While acknowledging that individual styles may vary, he insisted that clarity, coherence, and logical flow are non-negotiable.

He closed by referencing the Code of Judicial Conduct, which requires judgments to be delivered within 60 days, noting that other jurisdictions like Nigeria and Guyana allow up to 90 days, but regardless of the timeline, prompt delivery is a fundamental judicial duty.

Breakout Session on Judgment Writing

Chair: Hon. Justice Richard Buteera



Participants during the breakout session.

Chaired by the DCJ Emeritus, Groups 1 to 6 analyzed judgment and ruling simulations, focusing on structure, evidence evaluation, and legal reasoning.

The exercise aimed to identify procedural irregularities and content flaws within the simulated judgments and promote practical learning through group discussion and presentation.

Groups 1 and 5 reviewed a judgment that was only one page long and structurally deficient. It lacked a proper heading, complete party names, a clear background, framed issues, and any legal analysis. The group concluded it violated Order 21 Rules 3 and 4 of the Civil Procedure Rules, which set the standard format for group judgments.



Participants presenting findings from the case simulations

Groups 2 and 6 assessed an appellate judgment and identified major flaws. The judgment did not specify the lower court's decision or clarify whether the appeal challenged the conviction, sentence, or both. There was no factual summary or explanation of the appellate court's role, and the judge introduced irrelevant evidence while using emotional and

grammatically flawed language. The judgment lacked neutrality, structure, and failed to engage with the core issues, falling short of appellate standards.

The last presentation was by Groups 3 and 4, who examined a ruling and outlined expectations such as a caption, background, framed issues, and legal analysis. The sample ruling lacked relevant facts, omitted key legal provisions, failed to indicate party representation, and gave a contradictory decision, granting an injunction while making unrelated orders. It was also unsigned, and unclear whether it had been delivered.

In closing, participants reflected on the importance of well-structured and reasoned decisions. Hon. Justice Richard Buteera emphasized that quality judgments and rulings are not only vital for justice delivery but also reflect the integrity and competence of judicial officers. The session reinforced the need for clarity, consistency, and adherence to legal standards in judicial writing.

3.9 Uganda Legal Information Institute (ULII) by His Worship Joel Wegoye



Participants following a practical showcase of the ULII website using their gadgets (phones).

The head, Law Reporting at JTI delivered a detailed presentation on the Uganda Legal Information Institute (ULII), outlining its mandate, key features, and relevance to judicial officers and the wider legal community. ULII's primary role is to collect, organize, and publish legal materials, including legislation, court decisions, government

gazettes, Hansards, and regional judgments.

Through a live demonstration, HW Wegoye guided participants on how to navigate the ULII website and access its resources. He highlighted core features such as:

- (a) Access to Judgments from courts and nine tribunals, each with a flynote summarizing the case.
- (b) Wide User Reach, with access by users in over 45 countries, including distant locations like Nepal.
- (c) Updated Legislation, including recent amendments like the UPDF Act, with search options by year, title, or subject.
- (d) Cross-Referencing, where judgments indicate if cited or overturned, and laws are hyperlinked for easy reference.
- (e) Advanced Search Tools, allowing filters by court, judge, year, and citations, with tracking of frequently cited laws like the Constitution.
- (f) Judicial Statistics, offering data on the number of decisions authored by judges or courts, useful for performance reviews.
- (g) User Accounts, enabling access to added features such as digests and saved edits.



HW Joel Wegoye making his presentation on ULII

In the plenary, a concern was raised about delays in uploading judgments. HW Wegoye clarified that ULII is not a commercial service but a digital legal archive, focused on preserving legal history and ensuring long-term access to judicial decisions.

He concluded by emphasizing ULII's critical role in legal research, judicial accountability, and public access to justice, encouraging

judicial officers to actively use and support the platform. With over 2.6 million users annually, ULII remains a growing and valuable resource for Uganda's legal system.

DAY FOUR

3.10 Question and Answer Session on Judgment Writing



The Executive Director, JTI taking the participants through the Q&A session.

Chaired by Hon. Justice Richard Buteera and moderated by Hon. Justice Prof. Andrew Khaukha, the discussion centered on key attributes, content, structure, and guiding principles for effective judgment writing.

Participants actively engaged, sharing their experiences and challenges, while the faculty and justices provided guidance on divergent issues.

HW Betty Ajok shared insights from the Singapore Judicial College, where most judgments are delivered orally, with formal written documents following later. The DCJ Emeritus emphasized the importance of recording oral decisions in the court file to maintain proper records. He also encouraged the use of computers for drafting judgments instead of handwriting, highlighting that technology

simplifies the process. He advised judges to start writing by summarizing submissions before moving on to logical reasoning and decision-making.

3.11 Troubleshoots in Judgement Writing by Dr. Gladys Nakibuule Kisekka.



HW Dr. Nakibuule Gladys Kisekka stressing a point during the presentation.

HW Dr. Nakibuule, the Deputy Registrar in charge of research at JTI started her presentation by outlining the life cycle of a case and how each stage impacts the quality of a judgment. She divided her presentation into three stages:

First is the Pre-trial Stage where she discussed common pitfalls during plea-taking, referencing the landmark case of *Adan v R* and the importance of strictly adhering to its principles. She highlighted challenges in bail applications, stressing the balance between the accused's rights especially the presumption of innocence and courts obligations. She also touched on managing appearances, legal representation, judicial temperament, and the significance of sobriety in decision-making.

Second is the trial Stage where she addressed the enforcement of the Human Rights Act and the importance of safeguarding non-derogable rights during proceedings. Dr. Nakibuule cautioned against unfair conduct by judicial officers and emphasized the critical need to understand legislative terms such as “may

or may not,” especially in plea bargain rules and thirdly is the judgment writing Stage where she urged the participants to avoid merely quoting cases without thorough understanding to prevent errors. While brevity in judgments is encouraged, it must not compromise clarity or omit essential details. She stressed avoiding informal language and speculation, supporting findings with relevant statutes and case law, and clearly stating the relief granted. She also highlighted the right to a fair hearing and cautioned against the use of extraneous evidence in decision-making.



Hon. Justice Boniface Wamala and Hon. Justice Charles Kasibayo during the session.

During the plenary, several issues were raised such as the burden on accused persons who are required to report frequently while on bail, sometimes for years, restricting their ability to engage in productive activities. The suggestion was made to extend reporting intervals, possibly to once a year.

Another issue related to public dissatisfaction over perceived leniency in sentencing and the challenge of maintaining consistency in judicial decisions. On cancelling bail pending sentencing, it was clarified that bail may be revoked if there are valid reasons, and that sentencing must not exceed terms agreed upon in plea bargains. Additionally, it was reiterated that victims have a right to be heard in court proceedings.

The session concluded with practical takeaways such as embracing technology to ease judgment writing, following a clear and logical structure, respect procedural fairness, and ensure judgments are comprehensive yet concise. Above all, judicial officers must uphold the rule of law while balancing the rights of all parties involved.

Breakout Session on Case Management.

Chair: Hon. Justice Richard Buteera



Hon. Justice Richard Buteera chairing the session.

In the breakaway session, participants were divided into groups and given simulated court records to evaluate. Their objective was to identify irregularities, determine if a reliable judgment could be written from the records, and suggest possible remedies.

Group 2 and 5, presented their findings noting that the record severely flawed. They identified multiple irregularities such as failure to follow plea-taking principles, unclear attendance of parties, omnibus pleas, lack of explanation of bail rights, unauthorized changes to bail terms, and unclear remand status. Other issues included insufficient evidence, improper introduction of

witnesses, no ruling on prima facie cases, and improper tendering of exhibits. The group concluded that any judgment based on such records would likely be appealed and overturned.



Participants discussing simulations during the breakout session.

Group 1 and 6, represented by HW Senyange Keith Isaac, reviewed another record and noted serious problems such as multiple charge sheets, damaged and uncertified documents, poor record-keeping, questionable handwriting, missing dates, lack of preferred language indication, and witnesses not sworn in.



HW Nakato Josephine Ddembe, Magistrate Grade 1 sharing insights during the session.

Faculty from the Judicial Training Institute, led by HW Nakato Josephine Ddembe, addressed these issues, clarifying bail procedures, the inadmissibility of questionable handwriting, and inconsistencies in bail documentation and judgments.

The session concluded with HW Pamela Karamagi May, outlining 14 best practices in case management, emphasizing accuracy, proper documentation, and adherence to procedural standards to support sound judgments.

3.12 Settlement Fortnight Update by HW Nanteza Zulaika

Her Worship informed participants that a Settlement Fortnight will soon be held to actively manage cases identified for mediation. She requested that within two weeks of the training, participants compile and submit lists of suitable cases to the ADR registry for inclusion in the exercise.



HW Nanteza Zuilka sharing updates with the participants.

She emphasized the importance of using the mediation reporting tool, shared via WhatsApp groups, and urged participants to consistently report their mediation activities through this platform and forward reports to the ADR registry.

Despite the ADR program running for a year, HW Nanteza noted that case reporting and returns have been low, largely due to inconsistent use of the reporting tool and failure to follow the proper channels.

DAY FIVE

3.14 Court Case Administration System for Effective case Management by Sinabulya Joseph



Mr. Sinabulya during the plenary session of his presentation.

On Day Five, Mr. Ssinabulya Joseph, Principal Information Management Officer, presented on court case administration systems. He introduced three key systems used for data management: CCAS, ECCMIS, and the Summary Statistics Data Management System for magistrates' courts. CCAS is a web-based system that captures metadata and facilitates case registration, maintenance, tracking, and reporting

through a centralized database accessible to judicial officers, clerks, and ICT staff. ECCMIS, though not yet fully deployed, offers end-to-end case tracking from filing to appeal, digitizing documents to ensure all parties access the same files. It also sends notifications regarding hearing dates.

Mr. Sinabulya demonstrated the systems' features using examples from courts such as Budaka and Kapchorwa, stressing the importance of regular updates to maintain accurate reporting. He noted that some courts may appear to have large backlogs simply because their data is outdated. To address connectivity issues, he encouraged the use of modems and shared plans to provide them

nationwide, while acknowledging challenges with fibre connectivity in some areas. He also highlighted emerging AI tools like “pen to print” and “speech to text” that can aid judicial officers in documentation.

During the plenary, participants raised concerns about timeline reminders in the systems and the lack of computers in some courts, such as Nakaloke. It was clarified that timeline reminders exist in ECCMIS but not CCAS, and efforts would be made to provide necessary equipment where lacking. The session concluded with a call for judicial officers to proactively enter and update case data, emphasizing that accurate information is essential for effective case management.

4.0 RESOLUTIONS



HW Nasambu Esther Rebecca, Chief Magistrate presenting the resolutions of the training to the participants.

After Day 4 of the training, the resolutions made were presented by HW Obizu Mallen and HW Nasambu Esther Rebecca to the participants as follows:-

- 
- 1. Identifying suitable cases for mediation and submitting them to the registrar ADR within two weeks from the conclusion of the training to facilitate settlement fortnight.**
 - 2. Mediation should be mainstreamed within routine judicial processes.**
 - 3. Embrace judicial leadership as a tool for promoting efficiency in case disposal.**
 - 4. Adopt leadership by influence through mentorship, coaching, and creative /constructive peer critique.**
 - 5. Scaling up plea bargain efforts to enhance criminal case disposal.**
 - 6. The use of digital tools such as CCAS, ECCMIS, and ULII should be enhanced to enable efficient data management and research.**
 - 7. Adopt a judgment writing style that promotes the use of professional tone while retaining clarity and coherence**



5.0 CLOSING CEREMONY

The training concluded with a closing ceremony moderated by HW Nanteza Zulaika, who welcomed the Acting Principal Judge and provided a brief overview of the past four days. She highlighted the key presentations, skills acquired by participants, and the resolutions adopted during the training, emphasizing their importance and binding nature.

5.1 Remarks by the Hon. Justice Farouk Lubega

Hon. Justice Farouk Lubega officially welcomed the Acting Principal Judge and noted the significant impact of the training. He expressed hope that participants would apply the skills gained effectively and that positive outcomes would soon be visible.

5.2 Remarks by Hon. Justice Prof. Andrew Khaukha

Hon. Justice Prof. Andrew Khaukha thanked the Judicial Training Institute team, the faculty, and the judiciary leadership for their support. He praised the experienced faculty, particularly the retired judges, and recalled their pivotal role in judicial reforms since the 2015 case census, including developments like the rules on recusal and plea bargaining. He affirmed the faculty's expertise and strength.

Hon. Justice also shared his appreciation for the practical case management simulations and reflected on how the training helped him improve his judgment writing.

The Acting Principal Judge then awarded certificates of completion to the participants, followed by a group photo with the faculty, with all the participants.

5.3 Closing Remarks of the Hon. Lady Justice Jane Okuo Kajuga



Hon. Justice Jane Okuo Kajuga making her closing remarks during the closing ceremony.

The Ag. Principal Judge delivered the closing remarks after a five-day Case Management and Alternative Dispute Resolution (ADR) training for the Eastern Circuit. She commended the Judicial Training Institute (JTI), led by Hon. Justice Prof. Andrew Khaukha, for consistently organizing impactful and practical

training sessions, and expressed appreciation to Hon. Justice Mike Chibita for offering strategic guidance that informs the direction of these initiatives.

She applauded the training faculty for their innovative use of practical simulations over traditional theoretical methods, which she noted have greatly deepened learning and participation. Citing examples from circuits such as Moroto, Mbale, and Soroti, she underscored the urgency of addressing case backlog and challenged judicial officers to incorporate mediation and plea bargaining into their daily practice. She emphasized that even a few mediations per officer each month could significantly reduce pending cases across the judiciary.

Justice Kajuga highlighted the role of leadership in driving judicial reforms, drawing on the insights of John Maxwell and a presentation by Senior Counsel Francis Gimara. She encouraged judicial officers to reflect on their leadership roles, improve judgment writing, and implement circuit-specific case management rules. Referencing successful practices in the Anti-Corruption and Commercial Divisions, she urged courts to benchmark and adopt similar frameworks.



Judicial Officers in the Mbale High Court Circuit pose for a photo with the Ag.Principal Judge after receiving certificates of completion of the training.



Participants during the Anthems

She also launched a mentorship and guidance program for the Eastern Circuit, supported by Hon. Justice David Wangutusi, and announced the introduction of a monitoring and evaluation mechanism to assess training impact.

Concluding her remarks, she officially commissioned the participants as accredited judicial mediators; a responsibility she emphasized as both an honour and a duty to promote non-adversarial justice. The training closed with the signing of resolutions by all attendees and the playing of national anthems.



This report was compiled and edited by:-

Her Worship Lillian Bucyana- Ag. Registrar, JTI

Her Worship Nasambu Esther Rebecca- Chief Mgistrate

Her Worship Obizu Mallen-Magistrate Grade One

Under the leadership and guidance and leadership of:

Hon. Justice Prof. Andrew Khaukha.

Executive Director, Judicial Training Institute

Dated this day of 2025.

Pictorial



APPENDICES

List of participant

LIST OF JUDICIAL OFFICERS FOR THE EASTERN REGION CASE MANAGEMENT AND ALTERNATIVE DISPUTE RESOLUTION TRAINING

No	NAME	DESIGNATION	COURT
JUDGES			
1.	Hon. Justice Henry Kawesa Isabirye	Judge	Resident Judge, Tororo Circuit
2.	Hon. Justice Boniface Wamala	Judge	Resident Judge, Soroti Circuit
3.	Hon. Justice Tom Chemutai	Judge	Resident Judge, Moroto Circuit
4.	Hon. Justice Lubega Farouq	Judge	Resident Judge, Mbale Circuit
5.	Hon. Justice Charles Kasibayo	Judge	Resident Judge, Mbale Circuit
6.	Hon. Lady Justice Ikit Mary	Judge	Resident Judge, Kumi High Court Circuit
REGISTRARS			
7.	HW Waninda Fred K.B	Deputy Registrar	Mbale High Court Circuit
8.	HW Sayekwo Emmy G.	Deputy Registrar	Soroti High Court Circuit
9.	HW Hellen Edimu	Assistant Registrar	Tororo High Court Circuit
10.	HW Nankya Nusulah	Assistant Registrar	Moroto High Court Circuit
11.	HW Naluyima Rania	Assistant Registrar	Mbale High Court Circuit
12.	HW Mubiru Nassif Umar	Assistant Registrar	Kumi High Court Circuit
CHIEF MAGISTRATES			
13.	HW Matyama Paul	Chief Magistrate	Arua
14.	HW Awidi Suzan	Chief Magistrates	Mbale
15.	HW Koluo Catherine Elayu	Chief Magistrates	Sironko
16.	HW Achok Abrahams Moding	Chief Magistrates	Kapchorwa
17.	HW Teko Lokeris Godfrey	Chief Magistrates	Budaka

18.	HW Opio James	Chief Magistrates	Moroto
19.	HW Bakanasa Hilda Walaga	Chief Magistrates	Soroti
20.	HW Asiimwe Abert	Chief Magistrates	Tororo
21.	HW Namisi Hope	Chief Magistrates	Kumi
22.	HW Ajok Betty	Chief Magistrate	Agago
23.	HW Patricia Ndagire	Chief Magistrate	Kaberamaido
24.	HW Gumtwero J. Olal	Chief Magistrate	Katakwi
25.	HW Nalungi Esther	Chief Magistrate	Bubulo
MAGISTRATES GRADE I			
26.	HW Maloba Ivan	Magistrates Grade I	Bududa
27.	HW Ochieng Augustine	Magistrates Grade I	Bubulo
28.	HW Orishaba Isabella	Magistrates Grade I	Bulambuli
29.	HW Oburu Morris Ezra	Magistrates Grade I	Mbale
30.	HW Nakkazi Mary Gorreti	Magistrates Grade I	Mbale
31.	HW Tusiimire Annitah (Senior)	Magistrates Grade I	Mbale
32.	HW Ssempagala Hakeem	Magistrates Grade I	Mbale HC Circuit (Attached To Chambers Of Justice Farouk Lubega)
33.	HW Ssenoga Juma	Magistrates Grade I	Mbale
34.	HW Akoko Patrick Synclair	Magistrates Grade I	Nakaloke
35.	HW Mudega Hope	Magistrates Grade I	Mbale City
36.	HW Mugisa Basaija	Magistrates Grade I	Moroto
37.	HW Oonyu Vincent	Magistrates Grade I	Moroto HC Circuit (Attached To Chambers Of Justice Tom Chemutai)
38.	HW Katugume Fred	Magistrates Grade I	Sironko
39.	HW Namankati Annet	Magistrates Grade I	Sironko
40.	HW Kibirige Apollo Kasujja	Magistrates Grade I	Soroti
41.	HW Nantongo Sarah	Magistrates Grade I	Soroti

42.	HW Waiswa Painento	Magistrates Grade I	Soroti HC Circuit(Attached To Chambers Of Justice Boniface Wamala)
43.	HW Padoko Gerald	Magistrates Grade I	Butaleja
44.	HW Yiga Ronald	Magistrates Grade I	Tororo HC Circuit (Attached To Chambers Of Justice Henry Kawesa)
45.	HW Atyang Ceasar Paul	Magistrates Grade I	Malaba
46.	HW Akena Junior	Magistrates Grade I	Mulanda
47.	HW Chemonges Satya	Magistrates Grade I	Bulambuli
48.	HW Wiiwo Fatuma Rashid	Magistrates Grade I	Kapchorwa
49.	HW Watzemba Vincent	Magistrates Grade I	Kumi
50.	HW Ojara Byron Paul	Magistrates Grade I	Kumi HC Circuit (Attached To Chambers Of Lady Justice Ikit Mary)
51.	HW Katende Rashid	Magistrates Grade I	Kotido
52.	HW Walutsyo Martin Shirara	Magistrates Grade I	Budaka
53.	HW Riziki Nambuya	Magistrates Grade I	Bukedea
54.	HW Mujuni Januario	Magistrates Grade I	Bukwo
55.	HW Abilu Isaac Boniface	Magistrates Grade I	Ngora
56.	HW Omara Joseph Sabiti	Magistrates Grade I	Nakapiripirit
57.	HW Mwesigye Ronald	Magistrates Grade I	Katakwi
58.	HW Ssenyange Isaac Keith	Magistrates Grade I	Toroma
59.	HW Matanda Abubaker Hassan	Magistrates Grade I	Kibuku
60.	HW Baguma Aron	Magistrates Grade I	Kaberamaido
61.	HW Mwesigwa Wycliffe	Magistrates Grade I	Kaabong
62.	HW Nakoko Isaac	Magistrates Grade I	Amuria
63.	HW Opolot Simon	Magistrates Grade I	Amudat

FACULTY

64.	Hon. Justice Richard Buteera	DCJ EMERITUS
65.	Hon. Justice Jane Okuo Kajuga	Ag. PRINCIPAL JUDGE
66.	Hon. Justice Mike Chibita	CHAIR, JTI GOVERNING COUNCIL

67.	Hon. Justice Prof. Andrew Khauka	EXECUTIVE DIRECTOR-JTI
68.	Hon. Justice Yorokamu Bamwine	PJ EMERITUS
69.	Hon. Justice David Wangutusi	RTD. JUDGE
70.	Hon. Lady Justice Jane Frances Abodo	DIRECTOR OF PUBLIC PROSECUTIONS
71.	Mr Francis Atoke	ADVOCATE
72.	Mr Gimara Francis	ADVOCATE
73.	Ms. Barbara Kilei	COUNTRY MANAGER, IDLO
74.	Mr. Sinabulya Joseph	PIMO
JUDICIAL TRAINING INSTITUTE—TECHNICAL TEAM.		
75.	HW Bucyana Lillian	Ag. REGISTRAR, JTI (In-charge)
76.	HW Nanteza Zulaika	Ag. Registrar, ADR Registry (In-Charge)
77.	HW Dr. Nakibuule Gladys Kisekka	DEPUTY REGISTRAR, JTI, RESEARCH
78.	HW Nasambu Esther Rebecca	CHIEF MAGISTRATE
79.	HW Wegoye Joel (Senior)	LAW REPORTING
80.	HW Bwambale Daniel	ADR REGISTRY
81.	HW Obizu Mallen	LAW REPORTING
82.	HW Karamagi Pamela May (Senior)	RESEARCH
83.	HW Nakato Josephine Ddembe	TRAINING
84.	HW Murungi Esther Bigabwa	TRAINING
JUDICIAL TRAINING INSTITUTE – SECRETARIAT		
85.	Mr. Luswata Tonny	ICT OFFICER
86.	Mr. Robert Apegu	ACCOUNTS ASSISTANT
87.	Ms. Patience Nahurira Kengoro	COMMUNICATIONS OFFICER
88.	Ms. Mary Najjuma	SECRETARIAT
89.	Mr. Kiyuba Cornelius	SECRETARIAT
90.	Ms. Nalusiba Faith	SECRETARIAT

Programme



**THE JUDICIARY
THE JUDICIAL TRAINING INSTITUTE
PROGRAMME OF THE CASE MANAGEMENT AND ADR TRAINING
FOR JUDICIAL OFFICERS IN THE EASTERN REGION— 04TH to 08TH AUGUST 2025
HELD AT WASH AND WILLS HOTEL
MBALE, UGANDA**

TIME	ACTIVITY	RESPONSIBLE UNIT
DAY 1. SUNDAY 03rd AUGUST, 2025 - ARRIVAL OF FACILITATORS AND SECRETARIAT		
DAY 2: MONDAY 04TH AUGUST, 2025		
08:30 – 08:55 am	Arrival & Registration of Participants	Secretariat.
09:00 - 09:05 am	Administrative Notices, opening Prayer & national/Regional Anthem	Registrar, HRD&T, JTI and Registrar, ADR.
09:05 - 09:10 am	Remarks by the Senior Resident Judge of the Mbale High Court Circuit	Hon. Justice Lubega Farouq
09:10 - 09:15 am	Remarks by Country Director IDLO	Ms. Barbara Kilei
09:15 - 09:20 am	Address by the Executive Director, JTI	Hon. Justice Prof. Andrew Khaukha
09:20 - 09:30 am	Official Opening by Chairperson of the Governing Council of JTI.	Hon. Justice Mike Chibita
09:30- 10:00 am	Topic: The role of leadership in case management	Mr. Gimara Francis Team Leader ALP Advocates
10:00-10:10 am	Plenary Discussion	All
MEDIATION		
10:10 – 10:40 am	Topic: Overview of the mediation Practice/Judge Mediator mindset & Appellate Mediation (Best Practices in mediation)	Hon. Justice Richard Butera.
10:40-10:50 am	Plenary Discussion	All

10:00 - 11:00 am	Topic: Plea Bargaining Simulation One	ALL Faculty <u>Team members</u> - Ms. Susan Wakabala. - Lillian Nandaula - Margaret Nakigudde
11:00 -11:30 am	Plenary	All
11:30- 12:30 pm	Topic: Plea Bargaining simulation (Court of Appeal Positions)	Rtd. Hon. Justice David Wangutusi & Justice Richard Butera <u>Team members</u> - Ms. Susan Wakabala. - Lillian Nandaula - Margaret Nakigudde
12:30 - 01:00 pm	Plenary	All
01:00 - 02:00 pm	LUNCH BREAK	
02:00 - 03:00 pm	Topic: Plea Bargaining simulation (Plea Camp Scenario)	ALL Faculty <u>Team members</u> - Ms. Susan Wakabala. - Lillian Nandaula - Margaret Nakigudde
03:00 - 03:30 pm	Plenary	All
03:30 - 04:30 pm	Topic: Plea Bargaining simulations (presentations by groups)	ALL Faculty <u>Team members</u> - Ms. Susan Wakabala. - Lillian Nandaula - Margaret Nakigudde
04:30 - 05:00 pm	Plenary	All
DAY 4: WEDNESDAY 6TH AUGUST, 2025		
JUDGMENT WRITING & CASE MANAGEMENT		
08:30 - 09:00 am	Arrival & Registration of Participants	Secretariat.
09:00 - 09:20 am	Quiz on Plea Bargaining	Hon. Justice Prof. Andrew Khaukha
09:20 - 09:50 am	Topic: Justification of the training in Judgement	Hon. Rtd. Principal Judge Yorokamu Bamwine
09:50 - 10:30 am	Topic: Introduction to Judgement writing	Rtd. Justice David Wangutusi & Hon. Rtd Principal Judge Yorokamu Bamwine
10:30-11:00 am	Topic: Structure and content of a Judgement • Civil • Criminal • judgments on appeal	Rtd. Justice David Wangutusi & Hon. Rtd Principal Judge Yorokamu Bamwine
11:00 - 11:15 am	Plenary	All

11:15 - 11:35 am	HEALTH BREAK	
11:35 - 01:00 pm	Judgment Writing Simulations	All participants
01:00 - 02:15 pm	LUNCH BREAK	
02:15-2:45 pm	Group Presentations & Plenary	All
02:45 - 03:30 pm	Topic: A simulation on Relevancy, Admissibility & Sufficiency of Evidence and Application of the Law to the evidence.	Justice Wangutusi All Faculty
03:30 - 04:30 pm	Topic: Judgement Writing Simulations	All Faculty All Participants and Facilitators
04:30 - 05:00 pm	Joint Plenary Discussions	ALL
DAY 5: THURSDAY 07TH AUGUST, 2025		
08:30 - 09:00 am	Arrival and Registration of Participants	Secretariat.
09:00 - 09:15 am	Quiz on Judgement Writing	Hon. Justice Prof. Andrew Khaukha & Rtd. Justice David Wangutusi
09:15 - 10:00 am	Topic: Judgement Writing Case Scenarios. (Judgement Writing Troubleshoots)	Dr. Nakibuule Gladys Kisekka Magistrates JTI
10:00 - 10:30 am	Plenary discussion	All Participants & Facilitators
10:30 - 11:00 am	HEALTH BREAK	
11:00 - 11:30 pm	Topic: Case management and record keeping- Simulations	HW Pamela Karamagi May HW Nakato Josephine <u>Team members</u> All JTI Judicial Officers
11:30- 12:00 pm	Group Presentations and Plenary	All
12:30 - 01:00 pm	Topic: Case management and record keeping/ Tips on case management.	HW Pamela Karamagi May HW Nakato Josephine <u>Team members</u> All JTI Judicial Officers.
01:00 -01:15 pm	Plenary Discussion	All
01:00 - 02:30 pm	LUNCH BREAK	
NAVIGATING ULII		
02:30 - 03:30 pm	Topic: Navigating the Uganda Legal Information Institute (ULII)	HW Joel Wegoye - Senior Magistrate Grade One

03:30 -4:00 pm	Plenary Discussion	all
DAY 6: FRIDAY 08TH AUGUST, 2025		
08:30 - 09:00 am	Arrival and Registration of Participants	Secretariat.
09:00 - 10:00 am	Topic: Court Case Administration System for Effective Data Management and Reporting	Mr. Sinabulya Joseph
10:00 - 10:30 am	Plenary	All
10:30 - 11:00 am	HEALTH BREAK	
11:00-11:30 pm	Training Evaluation by all participants	HW Dr. Gladys Nakibule Kisekka.
11:30 – 12:00 pm	Resolutions	Rapporteurs.
12:00 - 12:45 pm	CLOSING CEREMONY Award of Certificates & Accreditation Appointments for Judicial Officer Mediators.	Hon. Lady Justice Jane Okuo Kajuga, Ag. Principal Judge.
	Roll out of the Mentorship and Guidance Program for the Eastern Region.	
	Address by the Chief Guest	
01:00 pm	GROUP PHOTO & LUNCH	
	DEPARTURE	

Evaluation Form



THE JUDICIARY TRAINING INSTITUTE
EASTERN REGION TRAINING FOR JUDICIAL OFFICERS ON CASE
MANAGEMENT AND JUDGMENT WRITING HELD FROM 4TH - 8TH AUGUST,
2025 AT WASH & WILLS HOTEL, MBALE

DEAR PARTICIPANT

Please, you are requested to give us your feedback on this Training. Your opinion is important to us and will help us plan better for future trainings. Please fill the form and kindly return it to the registration desk. Thank you!

1. Please Rate the Following Aspects of the Retreat: (please tick \checkmark one)

	Aspects of the Training	1 Poor	2 Average/Fair	3 Good	4 Excellent
A	Organisation of the Training				
B	Scheduling and Time of the Training				
C	Choice of Facility/Venue				
D	Food and Beverages				

2. Please Rate the Following Aspects of the Presentations: (please tick \sqrt one)

	Aspects of the Presentations	1 Poor	2 Average	3 Good	4 Excellent
A	Quality of the Information Presented				
B	Relevance of the Information Presented				
C	Knowledge and Skill of Presenters				

3. Please rate whether the training met its Objectives and your Expectations: (please tick \sqrt one)

	Expectations and Objectives	1 None	2 Some	3 Half	4 Most	5 All
A	Were your expectations of the Training met?					
B	Were the objectives of the Training met?					

4. Please rate your Level of Understanding/Knowledge on the areas discussed during the training: (please tick \sqrt one)

	Information Covered During the Training	1 No Change	2 Improved Slightly	3 Improved Moderately	4 Improved a lot
A	Topic: <i>The Role of Leadership in Case Management</i>				
B	<i>Overview of the Mediation Practice/Judge Mediator mindset & Appellate Mediation (Best Practices in Mediation)</i>				
C	<i>Unpacking the STAR Approach (Effective & Efficient Negotiation Skills: A Foundation for Successful Negotiation-Integrative &</i>				

	<i>Distributive Bargaining Techniques</i>				
D	<i>Simulation Sessions by all Trainees (Break away to Practice Negotiations)</i>				
E	<i>Arbitration (Approach to adjudicating arbitration clauses)</i>				
F	<i>Plea Bargaining - Overview</i>				
G	<i>Plea Bargaining Simulation One</i>				
H	<i>Plea Bargaining Simulation (Court of Appeal Positions)</i>				
I	<i>Plea Bargaining Simulation (Plea Camp Scenario).</i>				
J	<i>Plea Bargaining Simulations (Presentations by Groups)</i>				
K	<i>Justification of the Training in Judgment</i>				
L	<i>Introduction to Judgment Writing</i>				
M	<i>Structure and content of a Judgment</i>				
	• <i>Civil</i>				
	• <i>Criminal</i>				
	• <i>Judgments on Appeal</i>				
N	<i>A Simulation Relevancy, Admissibility & Sufficiency of Evidence and Application of the Law to the evidence.</i>				
O	<i>Judgment Writing Simulations</i>				

P	<i>Judgment Writing Case Scenarios. (Judgment Writing Troubleshoots)</i>				
Q	<i>Case Management and Record Keeping-Simulations</i>				
R	<i>Case Management and record keeping/Tips on case management.</i>				
S	<i>Navigating the Uganda Legal Information Institute (ULII)</i>				
T	<i>Court Case Administration System for Effective Data Management and Reporting.</i>				

Summary of key lessons, reflections and takeaways

5. Will this Training impact your work?
6. If so, suggest lessons learned?
7. If not, what suggestions or comments do you have to help us improve future trainings?
8. Which topics would you like to see covered in future trainings?
9. What are your Training needs?
10. Suggest the training you would prefer to receive.

**THANK YOU FOR YOUR PARTICIPATION & WE WISH YOU ALL THE BEST
IN YOUR ENDEAVOURS**



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