



THE JUDICIARY JUDICIAL TRAINING INSTITUTE

REPORT ON THE JUDGMENT WRITING, CASE MANAGEMENT AND ADR TRAINING FOR THE JUDICIAL OFFICERS OF THE NORTHERN REGION



**25TH – 30TH MAY, 2025
ACHOLI INN, GULU CITY**



REPORT COMPILATION:

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Hon. Justice Prof. Andrew Khaukha

Executive Director, Judicial Training Institute.



FOREWORD



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

The training program focused on strengthening case management capacity, encouraging the use of Alternative Dispute Resolution (ADR), and enhancing the quality and timeliness of judgments. Targeting High Court and Chief Magistrates' courts within the circuits of Lira, Gulu, Arua, and Kitgum—regions that have faced a disproportionate share of systemic judicial challenges, this initiative underscores the judiciary's commitment to improving justice delivery where it is needed most.

Access to timely and efficient justice is essential to public trust in the judiciary. However, despite continued reform efforts, Uganda's justice system—particularly in northern regions faces persistent challenges such as case backlogs and delays.

To address these, the Judiciary, through the Judicial Training Institute (JTI) in collaboration with the IDLO, convened a five-day residential training from May 25th to 30th, 2025, at Acholi Inn for judicial officers from Northern Uganda.

This report outlines the key objectives, activities, and outcomes of the training, reflecting our ongoing commitment to ensuring access to justice for all Ugandans, regardless of location.

It is our hope that the skills and insights gained from this workshop will significantly contribute to reducing case backlog and improving the quality of judicial services in Northern Uganda and beyond.

FOR GOD AND MY COUNTRY!

A SUMMARY OF THE TRAINING



**05
Days**



75 Participants

Including Judges, Registrars and Magistrates



08 Resolutions

Agreed on by members present

**21 topics of
discussion**



**Over 400
case files**

In civil and land matters were identified for disposal in a settlement fortnight



ACRONYMS

JSC - Judicial Service Commission

IDLO - International Development Law Organisation

CJ - Chief Justice

DCJ - Deputy Chief Justice

PJ - Principal Judge

HL - His Lordship

ADR - Alternative Dispute Resolution

ICT - Information and Communication Technology

JTI - Judicial Training Institute

SGBV - Sexual and Gender Based Violence

HCT - High Court

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1.0. INTRODUCTION

ABOUT JUDICIAL TRAINING INSTITUTE

The Judicial Training Institute was established in 2004 by the Hon. the Chief Justice through an administrative direction to provide on-the-job training for judicial and non-judicial officers of the Uganda Judiciary. On request, the Institute conducts training to officers of the Justice, Law and Order Sector (JLOS) Institutions. The Institute also houses the Research and Law Reporting Department of the Uganda Judiciary, which is pivotal in facilitating the administration of Justice in Uganda. With time, however, it was found necessary to have the Institute attain a legal status. Consequently, the Hon. the Chief Justice, through his administrative powers under Article 133 of the Constitution, granted the Institute a semi-autonomous status under Office Instruction No.02 of 2017.

The Institute is currently established under Section 19 of the Administration of the Judiciary Act

Vision:

To become a 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

- To enhance the quality of judicial performance by providing ongoing professional development programs and conducting research;
- To 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 caseloads of pending cases, exceeding 167,000 matters, many of which have remained unresolved for years. This is particularly evident in High Court and Chief Magistrates' Courts in Lira, Gulu, Kitgum, and Arua, where prolonged adjudication, limited use of ADR and underuse of modern practices have hindered justice delivery, mainly affecting land dispute resolution, where the effects of internal displacement due to the prolonged war, escalated land wrangles. Judicial officers often lack practical skills in enforcing timelines, managing cases proactively, and producing well-reasoned judgments. The training aimed 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 compounded by challenges in judgment writing, a critical judicial function that directly impacts the quality and timeliness of justice delivery. As highlighted in the Honourable Chief Justice's Annual Performance Report for 2023/2024, delayed judgments and variable judgment quality remain persistent obstacles to efficient case resolution. A well-written judgment communicates the court's final decision, outlining the reasoning and remedies, 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 judicial officers in the above High Court Circuits.

Case management includes assigning specific deadlines, managing discovery, encouraging alternative dispute resolution, and timely delivering well-reasoned judgments/rulings. 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 and trial, with specific emphasis on;

- Enhancing the capacity of judicial officers on Alternative Dispute Resolution.
- Training in the concepts and principles of Plea Bargaining.
- Establishing 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.
- Familiarising participants with contemporary developments and established best practices in judgment drafting, with particular emphasis on achieving proper structure, substantive content, and clarity of judicial reasoning.
- Developing specialised competencies among Chief Magistrates in appellate judgment writing that meet the rigorous standards of higher judicial review.

- Demonstrating practical applications of information and communication technology in modern judgment writing, including innovative legal research and opinion drafting techniques.
- Creating an evaluative framework for participants to receive and provide constructive feedback on judgment quality and writing effectiveness.
- Assisting magistrates in developing their judicial writing voices while maintaining their judgments' required structure, precision, and logical flow.

1.3 Faculty

The training, co-funded by the International Development Law Organisation (IDLO), was attended by over 70 participants, drawn from high court circuits in the greater North, including Gulu, Arua, Kitgum, Lira, and Patong. It was facilitated by eminent retired judicial officers and Senior legal Practitioners, including the Deputy Chief Justice Emeritus, Richard Buteera, Principal Judge Emeritus Yorokamu Bamwine, Retired High Court Judge David Wangutusi, Hon. Justice Prof. Andrew Khaukha, the Executive Director, JTI and Ms. Barbara Kilei, the Country Director of 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 Kotido, Lira, Gulu, Kitgum, Patong and Arua, selected based on case backlog and regional need.

1.5 Participants

Participants during a photo moment with the Chief Justice, the Executive Director-JTI, the representative of IDLO, the training facilitators and the host Judge.



Participants from Arua HCT Circuit



Participants from Lira HCT Circuit



Participants from Kitgum HCT Circuit



Participants from Gulu HCT Circuit



Participants from Patong HCT Circuit



Staff of JTI and Faculty

DAY 1

2.0. THE OPENING CEREMONY

The training commenced with a prayer led by Hon. Justice Sarah Birungi Kalibala.

H/W Lillian Bucyana, Ag registrar, Human Resource Development and Training, moderated the session. She welcomed the participants and led them through a self-introduction and the training expectations.



H/W Lillian Bucyana

2.1. Welcome Remarks by the Ag. Chief Registrar - HW Pamela Ocaya Lamunu

Her Worship Nanteza Zulaika, the Acting Registrar of the (ADR) - Alternative Dispute Resolution registry representing the Acting Chief Registrar, welcomed the Chief Justice and participants to the judgment writing and mediation training.

She read the Acting Chief Registrar's speech verbatim, emphasising the training's goal of improving judgment writing to enhance quality and reduce case backlog. She encouraged participants to use legal research, apply precedent, and manage cases effectively to support timely and well-reasoned decisions.



Her Worship Nanteza Zulaika

2.2. Remarks by the Country Director, International Development Law And Order- H.E. Ms. Barbara Kilei

Ms. Barbara Kilei reaffirmed IDLO's strong partnership with the Judiciary of Uganda, emphasising its deep commitment to advancing justice through the promotion of Alternative Dispute Resolution (ADR).

She highlighted ADR as crucial for reducing case backlog and delivering timely, people-centred justice. By integrating ADR into continuous judicial training and leveraging data-driven tools like the Digital Performance Measurement and E-learning platforms, IDLO aims to equip the Judiciary with innovative solutions to evolving legal challenges.

She concluded by aligning the training objectives with IDLO's global strategy, calling for continued collaboration to strengthen ADR as a key driver of justice transformation in Uganda.



Ms. Barbara Kilei Country Director IDLO addressing Participants

2.3. Welcome remarks by the Senior Resident Judge of Gulu High Court Circuit- Hon. Justice Philip Odoki

His Lordship welcomed the Chief Justice and commended the relevance and timing of the training, noting its importance in addressing public criticism regarding the quality of some judicial decisions. He emphasised the need to enhance judicial skills through such capacity-building efforts. Highlighting the Northern region's history of armed conflict and the prevalence of land disputes, he acknowledged the value of ADR training, given the community's preference for out-of-court settlements



On plea bargaining, he expressed concern over its misuse and called for increased sensitisation on its proper application. He concluded by assuring participants of Gulu City's safety and encouraged them to enjoy the local hospitality.

**HL Philip Odoki,
Resident Judge Gulu**

2.4. Address by the Executive Director Judicial Training Institute - Hon. Justice Prof. Andrew Khaukha

His Lordship commended the organisers, facilitators, and participants for their active engagement and commitment to enhancing judicial effectiveness.

He reiterated the critical role of continued judicial training in addressing systemic inefficiencies, promoting access to justice, and restoring public confidence in the judiciary.

His Lordship emphasised that the success of initiatives like case management, judgment writing, mediation, and plea bargaining lies in their consistent and ethical application across all levels of the judiciary.



**HL the ED JTI, Justice Prof.
Andrew Khaukha, addressing
participants**

He concluded by reinforcing the core objectives of strengthening judicial skills, encouraging the use of ADR mechanisms, and promoting integrity and professionalism within Uganda's justice system — especially in regions most affected by systemic delays and public trust deficits.



**ED (Standing by the podium) and Staff of JTI
during his address**

2.5. Official Opening by the Chief Justice of the Republic of Uganda - The Hon. Justice Alfonse Owiny-Dollo

The Chief Justice expressed gratitude to IDLO for supporting the training and warmly welcomed retired Justices Bamwine and Wangutusi, commending their service to the judiciary.

He highlighted that case management remains a persistent challenge in both criminal and civil matters and encouraged judicial officers to equip themselves with skills to manage caseloads efficiently.

He reflected on Africa's traditional mechanisms of dispute resolution, noting that most societies historically resolved conflicts without formal courts, and that litigation often fosters retaliation.

In this regard, he recommended incorporating proceedings from African traditional justice systems into ADR training, and underscored the importance of embracing it as a viable and effective justice delivery mechanism.

Highlighting the prevalence of land disputes arising from prolonged war and internal displacement, the Chief Justice, called on the participants to adopt innovative case management alternatives that had the impact of quickly resolving the disputes.



The Chief Justice during his speech



The Chief Justice launching a mentorship and guidance program for judicial officers

His Lordship called for the integration of technology in judicial processes to enhance efficiency and access to justice. He further encouraged officers to seek mentorship from senior colleagues to improve their writing skills. Concluding his remarks, he urged participants to apply their knowledge to serve all Ugandans effectively, regardless of station.

He then officially opened the training, launched the judiciary's mentorship program, and officially commissioned the participants as certified-court-accredited mediators.

— “ —
He reflected on Africa's traditional mechanisms of dispute resolution, noting that most societies historically resolved conflicts without formal courts, and that litigation often fosters retaliation.
— ” —

DAY 2

3.0. PRESENTATIONS

3.1. Justification of the Training on Judgment writing by the Hon. Justice Yorokamu Bamwine

His Lordship began by highlighting growing public concern over delays in judgment delivery, stressing that how a judgment is written is as important as its outcome—particularly in high-stakes cases like commercial and land disputes.

He emphasized the universal standards of clarity, coherence, logical reasoning, and proper application of the law, noting that these not only lend legitimacy to judicial decisions but also support their enforcement and public trust.

He acknowledged that judgment writing styles vary due to individual, cultural, and jurisdictional differences, but urged judicial officers to strive for a common standard that development partners like IDLO support. A well-reasoned judgment, he noted, earns respect and acceptance, especially by the losing party. He concluded by cautioning against gaps in logic and reasoning and ended with two African proverbs, underscoring the collective nature of wisdom and learning.

3.2. Introduction to Judgment writing by the Hon. Justice David Wangutusi

His Lordship defined a judgment as the official and reasoned decision of a court resolving the rights and claims of parties in a dispute, citing various legal authorities including Osborn’s Dictionary and Gerald Lebovits.

He emphasized that a judgment must clearly communicate the court’s final decision, provide reasons, and address all issues in controversy. He reminded participants that judgment writing is central to a judicial officer’s role, and delays in delivering judgments, particularly in commercial matters, negatively impact investor confidence and contribute to case backlog.



HL Yorokamu Bamwine PJ emeritus during his presentation



HL David Wangutusi during his presentation

He stressed the importance of realistic scheduling, concise writing, and efficient case disposal, noting that excessively lengthy judgments on few issues are counterproductive. Judgment writing, he stated, is both an art developed through practice and a science taught through skills training. He called for empowering judicial officers through continuous capacity building to enhance their ability to write reasoned, fair, and balanced judgments. He concluded by warning that failure to write judgments fosters inefficiency and exposes the judiciary to risks of laziness, incompetence, and corruption.

3.3. The Structure and Contents of a Judgment by the Hon. Justice David Wangutusi

His Lordship stressed that a well-structured judgment should clearly present the facts, identify the legal issues, apply relevant law, provide a thorough analysis, and conclude with a justified decision. Emphasizing accountability to the public, judgments must be written in simple language for easy understanding.

3.4. Group Session-Breakouts on Judgment-writing



After which, each group's representatives presented their analyses, critiquing the structure and content of the judgments and proposing how well-reasoned rulings should be crafted. Each group comprised of a registrar, chief magistrate and magistrate grade ones for peer review.

3.5. Judgment writing: Feedback from Stakeholders

In concluding the simulation session, Hon. Justice Phillip Mwaka, observed that the exercise had exposed significant gaps in judgment writing including poor structuring, unclear framing of legal issues, lack of factual clarity and weak legal reasoning.

He noted frequent omissions of citations, failure to evaluate evidence and procedural lapses such as unsigned judgments and improper granting of leave to appeal.



HL Philip Mwaka presenting the group discussion,

Emphasizing the need for clarity, coherence and strict adherence to legal standards, he urged participants to apply the lessons learned to improve their writing and uphold justice and the integrity of the judiciary.

Plenary

During the plenary session, participants inquired whether writing a name in place of a signature on a judgment is acceptable, the feasibility of disposing of 40 judgments within 30 days, and why certain judicial decisions are uploaded to ULII without refinement.

Responses

In response, it was clarified that merely writing a name does not constitute a secure or conclusive signature, as it is prone to forgery. Judicial officers should develop a distinct and consistent signature for authenticity. On the matter of expeditious disposal, while it is possible, expectations must remain realistic and aligned with quality standards. Regarding publication on ULII, it was noted that there is currently no formal policy distinguishing reportable from non-reportable decisions, which accounts for the inconsistencies in the quality of posted judgments.



A Participant During the Plenary

3.6. Troubleshooting Judgment writing Simulations by Dr. Nakibuule Gladys Kisekka

Her Worship began by outlining the three key stages of a judgment—pre-trial, trial, and post-trial—she used practical case scenarios to illustrate judicial conduct at each stage.

She highlighted the importance of proper plea-taking procedures in line with the *Adan v R* decision and addressed the constitutional challenges in bail applications, referencing *Uganda v Stella Nyanzi*.

She discussed recent innovations such as amendments to the Civil Procedure Rules, particularly pre-trial processes and timelines, raising concerns over cases where pre-trial applications are overlooked before judgment.

During the trial phase, she emphasised the importance of avoiding informal language and speculation, advocating for reliance on legal authorities and clarity in reliefs granted.

At the post-trial stage, she underscored the need for precise sentencing in criminal matters, including distinct sentences for each count and clear deductions for time spent on remand.



HW Dr. Nakibuule Gladys Kisekka

DAY 3

3.7. Overview of Alternative Dispute Resolution by Hon. Rtd Justice Richard Butereera, Deputy Chief Justice Emeritus

DCJ Emeritus Richard Buteera described mediation as a central mandate of the judiciary, aimed at empowering communities, enhancing confidence in justice systems, and ensuring the timely delivery of justice as per Article 126 of the Constitution.

He stressed that justice should not be denied due to technicalities, and communities may resolve disputes through cultural or alternative justice systems. He cited the Nakuru Mediation Centre in Kenya as a best practice. He emphasised that courts must promote reconciliation, and mediators should act in good faith, treat parties equally, communicate openly, and document agreements on the spot.

He outlined the principles of mediation, including party autonomy, mediator impartiality, confidentiality, and restoration of relationships. Mediators should stay updated, file returns, and consult peers. A mediator, he said, is a neutral party interested in resolving the dispute and must facilitate communication without making decisions.

Plenary

Participants raised practical concerns from real mediation experiences. Key among them were cases where parties later dispute mediated agreements, and questions on the mediator's role in visiting locus sites as part of agreements.

In response, facilitators advised that milestones in mediation should be documented and signed progressively, especially for multi-day sessions. Agreements involving locus visits must be agreed upon by both parties, with the Judiciary covering such logistical costs when necessary. Facilitators reiterated that the Judiciary can only intervene in cases duly filed in court and cannot enforce informal community agreements.



Hon. Rtd Justice Richard Butereera, Deputy Chief Justice Emeritus

3.8. Quiz by Hon Justice Prof. Andrew Khaukha, Executive Director, JTI

During the quiz, participants affirmed that mediators are neutral facilitators interested in dispute resolution. They clarified that mediators do not impose decisions, and that mediation is not solely about outcome but also about fair processes. It was also affirmed that mediation allows for party autonomy, is conducted through caucusing, and does not exclude lawyers or cost entitlement. Effective mediators should ask "how" and "what" questions rather than "why."



Plenary

During the plenary, the idea of national mediation centres and mobile mediators was explored, and concerns about how mediation applies to criminal matters were raised.

In response, it was noted that while mediation centres are desirable, affordability within court jurisdictions must be considered. For criminal matters, plea bargaining was recommended as a more appropriate resolution method, with mediators encouraged to support only lawful settlement.



3.9. Presentation on the Court Case Administration System (CCAS) by Mr. Senabulya Joseph, Principal Information Management Officer

Participants were trained on the Court Case Administration System (CCAS), which was introduced as a tool to track performance reports for judicial officers and case progress. Participants were urged to routinely update the system with timely and correct data, use it to supervise clerical staff, and ensure effective data management for transparency and accountability in court operations.

3.10. Mediation Simulations on Mediation By Ms. Barbara Kilei - Country, Director, IDLO

Participants role-played mediation scenarios, as litigants, their advocates, and the judicial officer played the role of the mediator. The mediation stages were emphasised:

Convening: opening statement, Mediators should introduce themselves, build rapport, explain the process, set ground rules, and highlight their experience to foster trust.

Communication: in clear, empathetic language, without avoiding legal jargon, observe body language, and create a conducive environment for dialogue, negotiation, and disclosure.



3.11. Feedback from Stakeholders on Mediation Best Practices

The session emphasised best practices for effective mediation, including the mediator's obligation to maintain confidentiality and impartiality. Parties must sign an agreement to mediate, and all proceedings must remain confidential, with no documentation filed in the main court record. Mediators should establish clear timelines, identify key documents, and avoid endorsing any agreement that is not self-executing. Furthermore, disclosure of any conflict of interest is essential. The session also clarified the non-admissibility of mediation proceedings in court and highlighted the mediator's role in guiding –not determining – the outcome.



The session was concluded with a vote of thanks by HW Josephine Nakato Ddembe to the facilitators and participants for the quality of discussion held. She noted that the session emphasised confidentiality in mediation, non-application of court evidence rules, the critical role of advocates, and proper documentation of resolved and unresolved issues before signing and encouraged everyone to apply the skills and knowledge gained.

DAY 4

3.12. Simulations and Feedback from Groups on Relevancy, Admissibility and Sufficiency of Evidence by Justice Wangutusi

The group presentations revealed common procedural errors in handling evidence and judgment writing. Participants highlighted issues such as a lack of legal representation, improper admission of expert evidence, and failure to acquit or convict properly. Some judgments relied on circumstantial evidence without sufficient analysis, underscoring the need for consistency and adherence to legal standards.



Plenary

In the plenary, Hon. Justice Wangutusi emphasised that judgment writing is fundamental to justice delivery and is guided by precise statutory requirements. He stressed the importance of structure, clarity, legal reasoning, and timely delivery. Judgments must reflect proper analysis of facts, application of the law, and include signed, dated conclusions.

He further advised that judgments should be precise, fact-based, and written with objectivity. Legal issues must be framed, and evidentiary evaluation must consider admissibility, credibility, and relevance. Justice Wangutusi concluded by encouraging disciplined preparation and strict compliance with the 60-day timeline.

3.13. Plea Bargaining by Hon. Rtd Principal Judge Yorokamu Bamwine

His Lordship reaffirmed plea bargaining as a valuable tool that benefits all parties: He noted that it eases case backlog, provides psychological relief to victims, and allows flexibility for the accused. His Lordship explained Rule 8 of the Plea Bargain Rules, which emphasises court oversight to ensure justice is not compromised. He highlighted common judicial missteps, such as failing to explain the implications of a plea or overlooking mitigating factors. His Lordship concluded that plea bargaining must be approached with fairness, discretion, and strict adherence to legal procedure.





Plenary

During the plenary, participants raised concerns about the human rights implications of parading accused persons before cameras and the point at which judicial officers should intervene when such situations arise. Questions were also raised on when and how referrals for advanced medical care for mentally disabled accused persons should be made, and whether plea bargaining can be initiated during ongoing proceedings. In response, facilitators emphasised the importance of judicial discretion, the need to avoid abuse of the plea bargain system by state actors, and the relevance of the DPP's new guidelines to ensure fairness and prevent miscarriages of justice.

3.14. Plea Bargain Breakout session camps

The plea bargaining simulations aimed to demonstrate proper legal and procedural handling of plea agreements. Participants simulated real court scenarios, applying constitutional and legal safeguards, which included drafting a detailed legal memo and presenting a courtroom enactment. Both highlighted the importance of judicial oversight, explaining rights to the accused, and ensuring records are properly kept. Overall, the exercise reinforced that plea bargains must follow due process, protect the accused's rights, and be recorded in the court record.



Plenary

During the plenary, participants raised concerns about the human rights implications of parading accused persons before cameras and the point at which judicial officers should intervene when such situations arise.

In response, facilitators emphasised the importance of judicial discretion, the need to avoid abuse of the plea bargain system by state actors, and the relevance of the DPP's new guidelines to ensure fairness and prevent miscarriages of justice.

Participants were advised that plea bargain proceedings must follow the same procedure as an ordinary plea of guilty. He stressed the importance of maintaining a full court record in addition to the plea bargain agreement. Judicial officers were reminded to ensure the accused fully understands their rights and the implications of the agreement.

3.15. Insights from the Siffoc by Sir Geoffrey Vos, The Head of Civil Justice in England and Wales and 98th Master of the Rolls of Britain

Sir Geoffrey Vos, Master of Rolls and President of the Civil Division of the Court of Appeal of England and Wales, shared key comparative observations on Uganda's justice system and that of the United Kingdom. Sir Vos was in Uganda to attend the Standing International Forum of Commercial Courts(SIFoCC) Summit. He identified six critical areas that have the potential to transform justice delivery significantly: Early adoption of ADR in civil cases, Effective and respectful open door communication between bar and the bench, embracing AI in case management, regulating the cost of litigation funding, checking the rights of appearance and appeal that sometimes contribute to backlog, and the need to prioritize user-focused justice by improving judgment delivery and managing heavy caseloads more efficiently.

The session was formally concluded by Her Worship Murungi Esther Bigabwa, who delivered a vote of thanks to the Master of the Rolls. HW Murungi acknowledged the insightful lessons shared, particularly on Alternative Dispute Resolution and the use of Artificial Intelligence in transforming judicial culture in Uganda.



Sir Geoffrey Vos



**Her Worship Murungi
Esther Bigabwa**

DAY 6

3.16. Case Management Simulations by HW Murungi Esther Bigabwa and HW Khahunde Khadija

The exercise focused on evaluating the quality and integrity of court records by assigning participants real and simulated case files to review and reconstruct into proper court records.



In their group presentations, participants uncovered widespread issues such as missing or incomplete documentation, unrecorded pleas, absent judgments, unnumbered exhibits, lack of bail details, and poor file maintenance.

Specific cases revealed procedural errors, ethical concerns like laziness and inaccuracy, and failures to uphold fair hearing standards.

The session was concluded by HW Esther Rebecca Nasambu, who noted that good judgment is rooted in a well-maintained and proper court record. She clarified that everything placed in a file, whether electronic or physical, forms part of the official court record and serves as the primary reference for judicial officers when drafting judgments.



She emphasised that poor record-keeping compromises justice and increases the risk of retrials and case backlogs, highlighting the urgent need for proper documentation, ethical conduct, supervision, and regular use of court records. Systems like CASS.

In conclusion to the session, their Lordships advised participants on best practices for maintaining proper court records, such as using box files for bulky files, being vigilant about staff who might tamper with documents, ensuring files are not misplaced, and making sure all judgments are correctly recorded.

3.17. Resolutions

- Participants should identify and submit mediation cases to the Registrar ADR within two weeks after the training.
- There should be continuous updating of the CCAS system.
- Mediation should be mainstreamed within the justice process.
- Regional trainings should be organised regularly.
- The mentorship program should be actively implemented.
- Peer-to-peer reviews should be encouraged.
- Digital tools within CCAS, ECIMISS, and ULII should be enhanced.
- Plea bargaining efforts should be scaled up.



4.0. CLOSING REMARKS AND BY HON. JUSTICE PROF. ANDREW KHAUKHA, THE EXECUTIVE DIRECTOR, JTI.



His Lordship, Andrew Khaukha, in his closing remarks, confirmed that all trainees are now court-accredited mediators required to report their progress to the Chief Justice.

He announced mentor and peer leader assignments for various High Court circuits and urged the creation of WhatsApp groups to enhance coordination.

He appreciated the participants' efforts and reported that 400 mediation cases had already been registered.

He then gave out the certificates for participation in the training and officially closed the training.

CONCLUSION

The judicial officers pledged to put to immediate use the skills acquired in the five-day training, particularly in enhancing case disposal through mediation, plea bargain and immediate drafting of judgments that were pending, prior to the training. Over 400 case files in civil and land matters were identified for disposal in a settlement fortnight. This is in line with the Judicial Training Institute's focus on training for impact and results. The mentors identified following the launch of the mentorship and guidance program will ensure that the gains from the training are fully utilised.

The Judicial Training Institute will also continue to monitor performance in this region, in collaboration with the mentors and the Registry of Magistrates' Affairs and Data Management.

APPENDICES

1. Participants/Faculty/JTI teams.

2. Program

3. Training Evaluation form

1. PARTICIPANTS/FACULTY/JTI TEAM.

2.	HON LADY JUSTICE LILLIAN ALUM OMARA	JUDGE OF THE HCT	GULU
3.	HON JUSTICE PHILLIP MWAKA	JUDGE OF THE HCT	KITGUM
4.	HON JUSTICE PHILLIP ODOKI	JUDGE OF THE HCT	ARUA
5.	HON LADY JUSTICE SARAH BIRUNGI KALIBBALA	JUDGE OF THE HCT	LIRA
6.	HON JUSTICE GEORGE OKELLO	JUDGE OF THE HCT	PATONG
7.	HON. LADY JUSTICE HARRIET MAGALA	JUDGE OF THE HCT	ARUA
8.	HW AMONO MONICA	CHIEF MAGISTRATE	APAC
9.	HW SSEMONDO BENSON	CHIEF MAGISTRATE	OYAM
10.	HW ALULE AUGUSTINE KOMA	CHIEF MAGISTRATE	GULU
11.	HW ADOKO JOE FAY	CHIEF MAGISTRATE	LIRA
12.	HW NASHIERO MWANDHA ROBERT EKIRITA	CHIEF MAGISTRATE	KITGUM
13.	HW OMARA INNOCENT DAVID	CHIEF MAGISTRATE	NWOYA
14.	HW SSENNOGA MAWANO CYRUS	CHIEF MAGISTRATE	NEBBI
15.	HW KIRYA MARTINS	CHIEF MAGISTRATE	PADER.
16.	HW.OJOK TONNY OBONYO	CHIEF MAGISTRATE	MOYO/ADJUMANI
17.	HW IRENE NAMBATYA HW AKULLU EUNICE	CHIEF MAGISTRATE	DOKOLO KOTIDO
18.	HW GEORGE OBONG	DEPUTY REGISTRAR	GULU
19.	HW SUZANNE AISIA MUSOOLI	DEPUTY REGISTRAR	KITGUM
20.	HW GODFREY KAWEEESA	DEPUTY REGISTRAR	LIRA

21.	HW LONGOLI MATHEW	MAGISTRATE GRADE ONE	YUMBE KOBOKO
22.	AJAM INNOCENSIA	MAGISTRATE GRADE ONE	KALONGO
23.	HW KIZITO DEO LUTALO	MAGISTRATE GRADE ONE	ALEBTONG
24.	HW WAMIMBI JONATHAN WILLIAM	MAGISTRATE GRADE ONE	APALA
25.	HW KAKOMA EDIGAR	MAGISTRATE GRADE ONE	AMOLATAR
26.	HW ABALLA GODFREY	MAGISTRATE GRADE ONE	AMURU
27.	HW ONGWEN JOHN TIMOTHY	MAGISTRATE GRADE ONE	ATIAK
28.	HW ADEKE JANET RUTH	MAGISTRATE GRADE ONE	APAC
29.	HW OGWAL SMITH	MAGISTRATE GRADE ONE	ADUKU
30.	HW IMALINGAT CHRISTINE	MAGISTRATE GRADE ONE	ARUA
31.	HW TUKAHAABWE EDGAR	MAGISTRATE GRADE ONE	ARUA
32.	HW NAKAYENZE MAUREEN	MAGISTRATE GRADE ONE	ARUA CITY
33.	HW MUZEYI VICENT	MAGISTRATE GRADE ONE	DOKOLO
34.	HW MUYUNGA ASHIRAF	MAGISTRATE GRADE ONE	GULU
35.	HW AMORO MIRRIAM	MAGISTRATE GRADE ONE	GULU
36.	HW ODWORI PONSIANO ROMANS	MAGISTRATE GRADE ONE	KITGUM
37.	HW OLA GABRIEL	MAGISTRATE GRADE ONE	LAMWO
38.	HW ABALO AGNES ONEKA	MAGISTRATE GRADE ONE	ATANGA
39.	HW TIBAGONZEKA JANE (<i>SENIOR PRINCIPAL</i>)	MAGISTRATE GRADE ONE	LIRA
40.	HW KAMPIRE SYLVIE	MAGISTRATE GRADE ONE	LIRA
41.	HW NASASIRA ALISON	MAGISTRATE GRADE ONE	LIRA
42.	HW ADELO SUZAN	MAGISTRATE GRADE ONE	ABOKE/ KOLE
43.	HW MWANJE IBRAHIM	MAGISTRATE GRADE ONE	KOBOKO

44.	HW ATUHAIRE PRECIOUS NAMARA	MAGISTRATE GRADE ONE	MARACHA/ NYADRI
45.	HW KABWANA DERRICK	MAGISTRATE GRADE ONE	MOYO
46.	HW EYOKIA JILL DAWA	MAGISTRATE GRADE ONE	NEBBI
47.	HW NAMUYAGA ENID	MAGISTRATE GRADE ONE	NEBBI
48.	HW OWACHGIU RICHARD	MAGISTRATE GRADE ONE	PAIDHA
49.	HW FRANCIS OKULLU	MAGISTRATE GRADE ONE	PAKWACH
50.	HW NAMASEMBE SPECIOZA	MAGISTRATE GRADE ONE	NWOYA
51.	HW NAMWANJE SARAH	MAGISTRATE GRADE ONE	OYAM
52.	HW SSERWADDA ANGELLA	MAGISTRATE GRADE ONE	ABOKE/KOLE
53.	HW AKOL BONNY	MAGISTRATE GRADE ONE	OMORO ==
54.	HW ABER IRENE	MAGISTRATE GRADE ONE	OTUKE
55.	HW OKOT MICHAEL	MAGISTRATE GRADE ONE	ADJUMANI
56.	HW ONGWEE STANISLAUS OKELLO	MAGISTRATE GRADE ONE	PADER
57.	HW NYERO PATRICK REGAN	MAGISTRATE GRADE ONE	YUMBE
58.	HW. EASTER REBECCA NANSAMBU	CHIEF MAGISTRATE	JTI
59.	HW. JOEL WEGOYE	MAGISTRATE GRADE ONE	JTI
60.	HW. KARAMAGI PAMELA	MAGISTRATE GRADE ONE	JTI
61.	HW. KAHUNDE HADIJA	MAGISTRATE GRADE ONE	JTI
62.	HW. NAKATO JOSEPHINE DDEMBE	MAGISTRATE GRADE ONE	JTI
63.	HW MALLEN OBIZU	MAGISTRATE GRADE ONE	JTI
64.	HW MURUNGI ESTHER	MAGISTRATE GRADE ONE	JTI

65.	HW DANIEL BWAMBALE	PRINCIPAL MAGISTRATE GRADE ONE	ADR
66.	HW. EMMANUEL PIRIMBA	0776306190	ABIM
67.	HER WORSHIP LILLIAN BUCYANA	AG. REGISTRAR, JTI	JTI
68.	HER WORSHIP ZULAIKA NANTEZA	AG. REGISTRAR, ADR	ADR
69.	HER WORSHIP GLADYS NAKIBULE	DR. RESEARCH, JTI	JTI
70.	TONY LUSWATA	ICT OFFICER	JTI
71.	ROBERT EPEGU	ACCOUNTANT	JTI
72.	RUTH ASHABA	COMMUNICATIONS OFFICER	JTI
73.	CORNELIUS KIYUBA	SECRETARIAT	JTI
74.	MUGISHA ISAAC	SECRETARIAT	JTI
75.	MARY NAJUMA	SECRETARIAT	JTI

1. Program.



THE JUDICIARY

THE JUDICIAL TRAINING INSTITUTE

PROGRAMME OF THE CASE MANAGEMENT TRAINING

FOR MAGISTRATES IN THE NORTHERN REGION— 25th to 30th MAY 2025

HELD at ACHOLI INN, GULU, UGANDA

TIME	ACTIVITY	RESPONSIBLE UNIT
DAY 1. SUNDAY	25th MAY, 2025 - ARRIVAL OF FACILITATORS AND SECRETARIAT	

DAY 2: MONDAY 26 th MAY, 2025		
08:30 - 09:00 am	Arrival & Registration of Participants	Secretariat.
09:00 - 09:05 am	Administrative Notices	Registrar, HR Development & Training, JTI
09:05 - 09:30 am	Topic: Justification of the training in Judgement	<i>Hon. Rtd Principal Judge Yorokamu Bamwine</i>
09:30 - 10:30 am	Topic: Introduction to Judgement writing	Hon. Rtd Principal Judge Yorokamu Bamwine & Rtd. Justice David Wangutusi
10:30 - 11:00 am	Topic: Structure and content of a Judgement	<i>Rtd. Justice David Wangutusi</i> <u>Team members</u> - (Hon. Rtd Principal Judge Yorokamu Bamwine)
11:00 - 11:30 am	HEALTH BREAK	
11:30 - 12:00 pm	Topic: Structure and content of a Judgement (cont..)	<i>Rtd. Justice David Wangutusi</i> <u>Team members</u> - (Hon. Rtd Principal Judge Yorokamu Bamwine)
12:00-01:00 pm	Topic: Judgement Writing Simulations	All Participants and Facilitators
01:00 - 02:00 pm	LUNCH BREAK	
02:00 - 03:30 pm	Topic: Judgement Writing Simulations (cont..)	All Participants and Facilitators

03:30 - 04:30 pm	Topic: Judgement Writing Case Scenarios. (Judgement Writing Trouble Shoots Research Unit, JTI, Judiciary Uganda)	Dr. Nakibuule Gladys Kisekka <u>Team members</u> - Hon. Rtd Principal Judge Yorokamu Bamwine - Rtd Justice David Wangutusi - Reg-JTI; - Magistrates JTI
DAY 3: TUESDAY 27TH MAY, 2025		
08:30 - 09:00 am	Arrival & Registration of Participants	Secretariat.
09:00 - 09:05 am	Administrative Notices	Registrar, HRD&T, JTI and Registrar, ADR.
09:05 - 09:10 am	Welcome Remarks by Ag. Chief Registrar.	HW Pamella Ocaya Lamunu
09:10 - 09:20 am	Remarks by Country Manager IDLO	Ms. Barbara Kilei
09:20 - 09:30 am	Address by the Executive Director	Hon. Justice Prof. Andrew Khaukha
09:30 - 09:40 am	Address by Chairperson Governing Council	Hon. Justice Mike Chibita
09:40 - 10:15 am	Official Opening by the Chief Justice	Hon. the Chief Justice of the Republic of Uganda
10:15 - 10:30 am	Inauguration of the Mentorship and Guidance Program	Hon. the Chief Justice of the Republic of Uganda
10:30 - 11:00 am	GROUP PHOTO & HEALTH BREAK	
11:00 - 11:30 am	Topic: A simulation on Relevancy, Admissibility & Sufficiency of Evidence and Application of the Law to the evidence.	All Participants
11:30 - 12:00 am	Presentation and discussion	All Participants & Facilitators
12:00 – 01:00 pm	Topic: Practical Judgement Writing	All Participants

01:00 - 02:00 am	LUNCH	
02:00- 03:00 pm	Topic: Practical Judgement Writing (cont..)	All Participants
03: 00- 04:00 pm	Plenary	All Participants
04: 00- 05:00 pm	Topic: Navigating the Uganda Legal Information Institute (ULII)	HW Joel Wegoye
DAY 4: WEDNESDAY 28TH MAY, 2025		
08:30 - 09:00 am	Arrival & 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 Participants
10:30 - 11:00 am	HEALTH BREAK	
MEDIATION		
11:00 - 11:45 am	Topic: Effective & Efficient Negotiation Skills: A Foundation for Successful Negotiation (Integrative & Distributive Bargaining Techniques).	Prof. Andrew Khaukha Judge/ED JTI <u>Team members</u> - (Hon. Rtd Principal Judge Yorokamu Bamwine - Rtd Justice David Wangutusi - Mr.Francis Gimara,SC - Mr. Francis Atoke - Reg Mediation)
11:45 - 12:30 pm	Topic: Unpacking the STAR Approach <ul style="list-style-type: none"> • Stage • Task • Action • Result 	Mr. Francis Atoke <u>Team members</u> - (Prof. Andrew Khaukha Judge/ED JTI - Hon. Rtd Principal Judge Yorokamu Bamwine - Rtd Justice David Wangutusi - Mr.Francis Gimara,SC - Reg Mediation)

12:30 - 01:00 pm	Joint Plenary Discussions on Negotiation Simulation	All
01:00 - 02:00 pm	LUNCH	
02:00-03:30 pm	Topic: Simulation Sessions by all trainees (Break away to Practice Negotiations).	<p><i>DCJ Emeritus, Richard Buteera</i></p> <p><u>Team members</u></p> <ul style="list-style-type: none"> - (Prof. Andrew Khaukha Judge/ED JTI - Hon. Rtd Principal Judge Yorokamu Bamwine - Rtd Justice David Wangutusi - Mr. Francis Gimara, SC - Mr. Francis Atoke - Reg Mediation)
03:30-04:00 pm	Joint Plenary Discussions on Negotiation Simulation	ALL
DAY 5: THURSDAY 29TH MAY, 2025		
MEDIATION		
08:30 - 09:00 am	Arrival & Registration of Participants	Secretariat.
09:00 - 10.00 am	Topic: Tenets of Mediation (the dos and don'ts in mediation).	<p><i>Mr. Francis Gimara, SC</i></p> <p><u>Team members</u></p> <ul style="list-style-type: none"> - (Prof. Andrew Khaukha Judge/ED JTI - Hon. Rtd Principal Judge Yorokamu Bamwine - Rtd Justice David Wangutusi - Mr. Francis Atoke - Reg Mediation)
10:00- 10:30 am	Plenary	All
10:30- 11:00 am	HEALTH BREAK	
PLEA BARGAINING		

11:00- 12:00 pm	Topic: Plea Bargaining	Hon. Rtd Principal Judge Yorokamu Bamwine <u>Team members</u> - (Prof. Andrew Khaukha Judge/ED JTI - Rtd Justice David Wangutusi - Plea Bargain Faculty team)
12:00- 12:30 pm	Plenary	All
12:30- 02:00 pm	LUNCH	
02:00- 03:00 pm	Topic: Plea Bargaining simulation one	Hon. Rtd Principal Judge Yorokamu Bamwine <u>Team members</u> - (Prof. Andrew Khaukha Judge/ED JTI - Rtd Justice David Wangutusi Plea Bargain Faculty team)
03:00 - 04:00 pm	Topic: Plea Bargaining Simulation (Plea Camp Scenario)	Hon. Rtd Principal Judge Yorokamu Bamwine <u>Team members</u> - (Prof. Andrew Khaukha Judge/ED JTI - Rtd Justice David Wangutusi - Plea Bargain Faculty team)
04:00 - 04:30 pm	Plenary	All
DAY 6: FRIDAY 30TH MAY, 2025		
08:30 - 09:00 am	Arrival & Registration of Participants	
CASE MANAGEMENT		
Case Management Simulations		

09:00 - 09:45 am	Topic: Tips on Case Management	<i>HW Nansambu Esther</i> <u>Team members</u> - (Prof. Andrew Khaukha Judge/ED JTI - Hon. Rtd Principal Judge Yorokamu Bamwine - Rtd Justice David Wangutusi - Reg-JTI - Magistrates JTI
09:45 - 10:30 am	Topic: Case management and record keeping	<i>HW Murungi Esther;</i> <i>HW Kahunde Khadija</i> <u>Team members</u> - (Prof. Andrew Khaukha Judge/ED JTI - Hon. Rtd Principal Judge Yorokamu Bamwine - Rtd Justice David Wangutusi - Reg-JTI - Magistrates JTI
10:30 - 11:00 am	Plenary	All
11:00 - 11:30 am	HEALTH BREAK	
11:30 - 12:00 pm	Training Evaluation and Resolutions	Registrar
12:00 – 12:30 pm	Award of Certificates	Secretariat.
12:30 - 01:00 pm	Closing Ceremony	Secretariat
01:00 - 02:30 pm	LUNCH & DEPARTURE	



THE JUDICIARY TRAINING INSTITUTE
NORTHERN REGION TRAINING FOR MAGISTRATES ON CASE MANAGEMENT AND
ADR FROM 25TH - 30TH MAY, 2025 AT ACHOLI INN, GULU
EVALUATION FORM

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!

Please Rate the Following Aspects of the Retreat: (please tick ✓ one)

	Aspects of the Training	1 Poor	2 Average	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				

Please Rate the Following Aspects of the Presentations: (please tick ✓ 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				

**Please Rate whether the training met its Objectives and your Expectations:
 (please tick ✓ 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 ✓ one)

	Information Covered During the Training	1 No Change	2 Improved Slightly	3 Improved Moderately	4 Improved a lot
A	Topic: <i>Effective & Efficient Negotiation Skills: A Foundation for Successful Negotiation (Integrative & Distributive Bargaining Techniques)</i>				
B	<i>Unpacking the STAR Approach.</i>				
	▪ <i>Stage</i>				
	▪ <i>Task</i>				
	▪ <i>Action</i>				
	▪ <i>Result</i>				
C	<i>Tenets of Mediation (The dos and don'ts in Mediation).</i>				
D	<i>Plea Bargaining.</i>				
E	<i>Tips on Case Management.</i>				
F	<i>Case Management and Record Keeping..</i>				
G	<i>Introduction to Judgment Writing.</i>				

H	<i>The Structure & Contents of a Judgment</i>				
	<ul style="list-style-type: none"> ▪ <i>Civil</i> 				
	<ul style="list-style-type: none"> ▪ <i>Criminal</i> 				
	<ul style="list-style-type: none"> ▪ <i>Judgments on Appeal</i> 				
I	<i>Application of Technology to Judgment Writing.</i>				
J	<i>Relevancy, Admissibility & Sufficiency of Evidence</i>				
K	<i>Application of the Law to Evidence</i>				
L	<i>Understanding and Analysis of Evidence</i>				
M	<i>Practical Judgment Writing & Delivery</i>				
N	<i>Navigating the Uganda Legal Information Institute (ULII)</i>				
O	<i>Simulations</i>				

Summary of key lessons, reflections and takeaways

What impact will this Training have on your work?

What suggestions or comments do you have to help us improve future trainings?

Which topics would you like to see covered in future trainings?

What are your Training needs?

Suggest the training you would prefer to receive.

This report was compiled and edited by: -

Her Worship Lillian Bucyana—Ag. Registrar, JTI.

Her Worship Mallen Obizu—Magistrate Grade One.

Her Worship Esther Murungi—Magistrate Grade One.

Under the guidance and leadership of:

.....

Prof. Justice Andrew Khaukha

Executive Director, Judicial Training Institute

Dated this day of 2025.