



**THE JUDICIARY
JUDICIAL TRAINING INSTITUTE**

**CASE MANAGEMENT AND ALTERNATIVE
DISPUTE RESOLUTION TRAINING FOR
THE JUDICIAL OFFICERS IN THE
WESTERN REGION**

**FROM THE 21ST – 25TH JULY, 2025
AT LAS VEGAS HOTEL IN MBARARA**



— ” —

Together with IDLO, we have shown that when partners unite in purpose, the vision of a stronger rule of law and better governance for our continent is not just possible, it is within our grasp.

— ” —

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



According to the case census report of 2025, the Judiciary of Uganda faces mounting caseload of over 167,000 nationwide, placing heavy strain on the Western Region's High Court circuits, particularly Mbarara, Kabale, Ntungamo, Bushenyi, and Rukungiri.

To address delays driven by gaps in case management, judgment writing, ADR uptake, and ICT use, the Judicial Training Institute, with support from the International Development Law Organisation, implemented a targeted regional training for judicial officers.

Through practical, hands-on learning, the programme strengthened capacity to deliver faster, higher-quality, and gender-responsive justice. This initiative affirms our commitment to an efficient, transparent, and people-centred Judiciary that meets the needs of all Ugandans.

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.

We 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.

ACRONYMS

ADR	Alternative Dispute Resolution
Ag.	Acting
AI	Artificial Intelligence
CJ	Chief Justice
DCJ	Deputy Chief Justice
DPP	Director of Public Prosecutions
ODPP	Office of the Director of Public Prosecutions
ECCMIS	Electronic Court Case Management Information System
ED	Executive Director
HRD&T	Human Resource Development and Training
HW	His/Her Worship
ICT	Information and Communication Technology
IDLO	International Development Law Organization
JTI	Judicial Training Institute
OSCOLA	Oxford Standard for the Citation of Legal Authorities
PJ	Principal Judge
Prof.	Professor
RRI	Research Results and Impact
Rtd.	Retired
SGBV	Sexual and Gender-Based Violence
STAR	Situation, Task, Action, Result (Negotiation Framework)
ULII	Uganda Legal Information Institute

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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 Judiciary of Uganda stands at a pivotal moment in its mission to deliver timely, efficient, and accessible justice to all. While significant progress has been made in recent years, systemic inefficiencies continue to pose serious challenges, particularly in high-volume circuits. The Western Region’s High Court circuits, including Mbarara, Kabale, Ntungamo, Bushenyi, and Rukungiri, face an acute strain as the national caseload surpasses 167,000 matters.

1.1 Statement of the problem

The courts of the Western Region, especially the High Court and Chief Magistrates' Courts, remain heavily burdened by long-standing delays in case disposal. These delays are driven by limited capacity in active case management, underutilization of Alternative Dispute Resolution (ADR), gaps in judgment writing, and low uptake of digital tools. The situation undermines public confidence in the justice system, affects access to justice, particularly for vulnerable groups and impacts the overall efficiency and credibility of the Judiciary.

1.2 Justification

To address these challenges, targeted, skill-based interventions are critical. Judicial officers require enhanced competencies in case management, ADR, judgment writing, plea bargaining, and ICT application to improve the speed and quality of adjudication. Strengthening these areas will not only reduce case backlog but also promote gender-responsive adjudication in sensitive matters such as Sexual and Gender-Based Violence (SGBV). This training initiative directly aligns with the Judiciary's strategic priorities of efficiency, transparency, and people-centred justice delivery.

1.3 Scope

In response to the pressing needs of the Western Region, the Judicial Training Institute (JTI), with generous support from the International Development Law Organisation (IDLO), designed and implemented a regional training program. This initiative was carefully crafted to build practical and sustainable skills for all judicial officers from Mbarara, Kabale, Ntungamo, Bushenyi, and Rukungiri high Court circuits, enabling them to apply innovative and effective solutions within their respective jurisdictions. These officers represented diverse jurisdictions, including criminal, civil, land, and SGBV matters, thereby ensuring that the benefits of the programme would be widely felt across the justice sector in the region.

1.4 Training Methodology

The programme was highly interactive, employing case-based learning, group discussions, and scenario simulations that mirrored real-life judicial experiences. A mentoring and coaching component, coupled with hands-on facilitation, ensured that participants could translate new knowledge into courtroom practice.

1.5 Expected Outcomes

The anticipated outcomes of this initiative are far-reaching: improved case management capacity, increased use of ADR, enhanced quality and timeliness in judgment writing, and strengthened gender responsiveness in SGBV adjudication. Collectively, these improvements will contribute to building a judiciary that is not only efficient and transparent but also accessible and responsive to the needs of the people.

DAY 1

2.0. THE OPENING CEREMONY

The Acting Principal Judge, Hon. Lady Justice Okua Jane Kajugo, officiated at the opening ceremony. The programme commenced with an invocation led by H/W Grace Atwongyeirwe, Deputy Registrar, High Court Mbarara.

The Head of the Mbarara High Court Circuit, Justice Nshimye Allan Paul Mbabazi, welcomed the participants to the circuit and noted that the training was timely and would enable skills enhancement for efficient judicial services delivery. He encouraged the participants to engage fully in all sessions.

2.1 WELCOME REMARKS BY THE AG. CHIEF REGISTRAR - HW PAMELLA OCAYA LAMUNU

H/W Lillian Bucyana, the Ag registrar, Human Resource Development of the Judicial Training institute, represented the Acting Chief Registrar. She warmly welcomed the guests and participants to the training before delivering the Chief Registrar's remarks verbatim.

The remarks emphasised the indispensable role of alternative dispute resolution as a more effective pathway to justice than traditional litigation. Judgment writing was likened to constructing a structure requiring a solid foundation, coherent framework, and orderly layout. The clarity of judicial writing reflects the clarity of thought, and effective case management stems from a culture of order and discipline, maintained from the registry to the archives.



H/W Lillian Bucyana

Judicial officers were reminded that since their induction, the Judiciary's top management has consistently underscored the importance of excellence in justice delivery. This standard applies to all aspects of their work, including record and exhibit management, and is rooted in the Judicial Code of Conduct.

Officers were urged to remain faithful to management directives, uphold the law, and embody the core values of clarity, integrity, and innovation. The participants were encouraged to make the most of the training by learning from the facilitators' wealth of knowledge and experience, with a view to building their own professional legacies.

She concluded with appreciation to the Acting Principal Judge for attending the event on behalf of the Hon. Chief Justice, underscoring her commitment to improving the quality of justice. She also expressed gratitude to the Secretary to the Judiciary and IDLO for funding the training, to the guest facilitators for their invaluable contributions, and to the Judicial Training Institute for organising the programme.

2.2. Remarks by the Country Manager, International Development Law and Order- Ms. Barbara Kilei

Ms. Barbara delivered an official statement focusing on strengthening justice delivery in Uganda. Her remarks emphasised resilience, compassion, inclusivity, and the empowerment of vulnerable groups through justice reforms and training.

She described the training as a transformative opportunity aimed at enhancing the capacity of justice systems in Uganda; it was intended as a platform for sharing best practices, building professional networks, and mobilising collective action to improve justice delivery. She underlined the importance of reducing the social and economic impacts of imprisonment, with special attention to women and girls. Her remarks highlighted support for reintegration efforts post-incarceration and the necessity of preserving the dignity of all individuals within the justice process.

Ms. Barbara Kilei giving her remarks virtually



She stressed that courts must be safe for sensitive environments, particularly for survivors of gender-based violence and children in juvenile institutions. Priority in case determination for children was advocated to ensure appropriate care and consideration.

Ms. Barbara emphasized that technology is no longer a luxury in the justice system but a critical component for advancing inclusive and effective justice delivery.

Her remarks set a constructive and hopeful tone for the training event. She called for compassion, inclusivity, and innovation in justice delivery with the goal of creating safer, more just spaces for vulnerable populations, particularly women, girls, and children. The five-day program was positioned as a vital step towards achieving these objectives.

2.3. ADDRESS BY THE EXECUTIVE DIRECTOR JUDICIAL TRAINING INSTITUTE - HON. JUSTICE PROF. ANDREW KHAUKHA

Speaking at training, Justice Andrew Khaukha, Executive Director of the Judicial Training Institute (JTI), underscored that the training is part of the Judiciary's Results and Impact Initiative (RRI).

He explained that this initiative seeks to address performance gaps identified through field data and research, and that all JTI trainings are now evidence-based, demand-driven, and aligned with the Judiciary's performance targets.

He expressed appreciation to the Chief Justice, Deputy Chief Justice, Principal Judge, the Permanent Secretary/Secretary to the Judiciary, and IDLO for their steadfast support and collaboration in building judicial capacity.



Hon. Justice Prof. Andrew Khaukha

2.4. OFFICIAL OPENING BY THE AG. PRINCIPAL JUDGE OF THE REPUBLIC OF UGANDA - THE HON. JUSTICE OKUA JANE KAJUGA

The Acting Principal Judge, Lady Justice Okuo Jane Kajuga, in her opening remarks, urged participants to embrace the training with a strategic mindset focused on enhancing both the efficiency and quality of justice delivery.

She highlighted findings from the Judiciary's internal case census, which revealed that the heaviest workloads lie in the High Court and Chief Magistrates' Courts. Expressing concern over persistently low mediation rates in some courts, with failure rates reaching as high as 70 per cent, she challenged judicial officers to interrogate whether the underlying issues stemmed from skills gaps, attitudes, or both.

Justice Kajuga further encouraged officers to adopt a proactive approach in identifying cases suitable for mediation and to work closely with accredited mediators. She cited a recent success in which 43 out of 80 cases identified for mediation were resolved, including three through consent.

Drawing lessons from a similar training previously held in the Acholi region, which led to a highly successful settlement week, she called on judicial officers to dedicate specific calendar days for mediation to improve outcomes.



Lady Justice Okuo Jane Kajuga

3.0. PRESENTATIONS

Senior Counsel, through a virtual presentation, emphasised the critical role of judicial leadership in effective case management and the reduction of case backlog.

Counsel underscored that leadership from the bench sets the tone for courtroom conduct, influencing both lawyers and litigants. Poor self-leadership among judicial officers results in adjournments, delays, and inefficiencies.



Senior Counsel Francis Gimara during his presentation

He advocated for transformational leadership that goes beyond formal appointments, emphasising innovation, accountability, stakeholder engagement, and the use of technology. Counsel encouraged judicial officers to embrace Alternative Dispute Resolution (ADR) mechanisms such as early neutral evaluation and court-annexed mediation to drive efficiency and resolve cases faster.

He challenged judicial officers to transition from mere positional authority to pinnacle leadership that is respected for integrity and impact. By engaging local justice actors and embracing ADR, leaders can influence holistic justice delivery and promote public trust.

Plenary Discussion; *Participants built on the call for leadership, stressing that courts must foster continuous learning environments rather than waiting for external training. Judges and magistrates were encouraged to train their court staff in real time to build a unified, capable team.*

Concerns were raised over judicial officers facing recusal applications when promoting ADR, prompting calls for JTI to provide structured guidelines and public narratives that support judicial officers in this role.

The plenary also emphasised the need to formally recognise mediated cases in judicial returns and performance metrics.

Suggestions included creating distinct tracking columns in ECMIS and ensuring accountability and transparency in mediation statistics.

3.2. Topic: Overview of The Mediation Practice/Judge Mediator Mindset & Appellate Mediation (Best Practices In Mediation)

By **Hon. Justice Richard Butera.**

Justice Buteera provided a practical overview of the constitutional foundation for ADR under Article 126 of the Constitution of Uganda.

He reminded participants that judicial power must reflect the norms and aspirations of the people, and that ADR should be lawful, inclusive, timely, and culturally sensitive.

He explained the judge-mediator mindset, emphasising that mediators are facilitators, not adjudicators, and must be impartial, patient, and well-prepared. He guided mediators to establish credibility, maintain confidentiality, promote party autonomy, and restore relationships.

Justice Buteera shared key steps in mediation: adequate preparation, setting ground rules, identifying and prioritising issues, involving all parties (including lawyers), and recording agreements immediately.

He stressed that judicial officers should run structured mediation programs at their stations, track performance data, and recognise the strategic value of ADR in restoring social harmony and reducing backlog.



Hon. Justice Richard Butera.

“
He guided mediators to establish credibility, maintain confidentiality, promote party autonomy, and restore relationships.
”

3.3. GROUP WORK AND PLENARY RESPONSES

Participants analysed scenarios and records of proceedings to identify gaps in mediation referral and case management.

They observed repeated failures to appoint mediators, prolonged adjournments, lack of party participation, and procedural lapses.

The groups emphasised that proper case management includes timely mediation referrals, stakeholder communication, and precise scheduling.

The facilitators in winding up the session recommended involving parties directly in mediation planning, ensuring advocates support the process, and structuring settlement agreements clearly with accountability terms, apologies (where relevant), and cost-sharing clauses. Consent agreements should be signed immediately to prevent reversals influenced by external parties.



3.4. TOPIC: UNPACKING THE STAR APPROACH (EFFECTIVE & EFFICIENT NEGOTIATION SKILLS: A FOUNDATION FOR SUCCESSFUL NEGOTIATION-INTEGRATIVE & DISTRIBUTIVE BARGAINING TECHNIQUES BY MR. FRANCIS ATOKE, SOLICITOR GENERAL EMERITUS.

Mr. Atoke delivered a high-impact presentation on practical mediation techniques, centred on the STAR approach - a structured, four-part model that stands for Stage, Task, Action, and Result, guiding mediators through each phase of the mediation process.

The STAR method provides a clear, repeatable framework that enhances mediator effectiveness and consistency in dispute resolution. For judicial officers, mastering this approach means gaining the tools to manage conflict constructively, reduce case backlog, and strengthen access to justice through alternative dispute resolution.



Mr. Francis Atoke, Solicitor General Emeritus.

The session also distinguished between positional bargaining and interest-based negotiation, urging mediators to shift parties from rigid demands to shared interests for sustainable, win-win outcomes. Tools such as private caucuses, reframing, and clarifying questions were presented as practical techniques for unlocking stalled dialogue and building consensus.

Mr. Atoke concluded by stressing the importance of timely closure and documentation of mediated agreements to prevent regression or external interference. He noted that when mediation is done well, it not only resolves legal disputes but also restores relationships and fosters community harmony.

This presentation demonstrated that with proper support and investment, judicial officers can lead in expanding access to justice through mediation, reducing court congestion, empowering communities, and aligning Uganda's justice system with international standards on alternative dispute resolution.



Group Work and Plenary Responses

Participants engaged in a series of simulation exercises, taking turns to play the roles of mediator, parties, and observer.

These practical sessions brought out real-world issues such as power imbalances, emotional expressions, and the importance of neutrality.



In the plenary that followed, participants shared their reflections on the simulations.

Many acknowledged the challenges in managing emotions and controlling dominant parties while maintaining impartiality. Some raised questions about how far a judicial officer may go in guiding discussions without appearing biased.



Facilitators advised that while mediators should facilitate dialogue, they must avoid imposing solutions. They also clarified the importance of understanding body language and using silence strategically to allow parties space to reflect and respond.

There was consensus that regular practice and peer feedback are essential to building practical mediation skills.

3.4. TOPIC: ARBITRATION (APPROACH TO ADJUDICATING ARBITRATION CLAUSES) BY MS. BARBARA KILEI

Ms. Barbara Kilei virtually delivered a forward-looking and solutions-based presentation on how judicial officers should approach arbitration clauses.

Her delivery underscored a clear commitment to building judicial competence in alternative dispute resolution (ADR) and fostering a legal environment that promotes investment, efficiency, and justice.

Using the STAR approach Situation, Task, Action, and Result, Ms. Kilei guided participants through critical legal considerations, including the independence of arbitration clauses (reparability), the limits of judicial interference, and the importance of impartial arbitral tribunals. She clarified that courts should support, not obstruct, arbitration processes unless clear grounds like fraud or public policy violations are proven through proper judicial inquiry.

Ms. Kilei emphasised aligning Uganda's judicial practice with international arbitration standards. She tackled emerging challenges such as enforcement of foreign awards, arbitrator bias, and the misuse of litigation to delay or derail arbitration. Her discussion highlighted gaps in judicial awareness and the need for sustained training, exposure to global practices, and technical support to build consistency in arbitration-related rulings.

Ms. Kilei's presentation powerfully demonstrated that Uganda's judiciary is ready to partner in strengthening ADR systems, not only to decongest courts but to enhance investor confidence and regional trade. However, realising this potential requires targeted investment in capacity-building, judicial education, digital tools, and stakeholder engagement. The foundation exists, what is now needed is strategic support to build a judiciary that actively safeguards arbitration as a credible, fair, and internationally respected form of justice delivery.



Group Work and Plenary Responses

Simulation exercises were conducted to consolidate understanding. Participants worked through scenarios involving the enforcement of arbitration clauses, the referral of disputes to arbitration, and the recognition of arbitral awards.

Common mistakes, such as failing to determine whether the arbitration clause was binding, were identified and discussed.



During the plenary, participants raised concerns about the judicial officer's role in cases where arbitration clauses are contested. Questions were asked about whether courts could override such clauses in the interest of justice.

Facilitators clarified that while courts may intervene where an arbitration agreement is invalid or impractical, such interventions must be justified and limited.

The day concluded with a shared appreciation for the complexity of ADR processes and the need for ongoing capacity-building to support judicial officers in applying these alternatives effectively.

END OF DAY 1

DAY 2

22ND JULY, 2025

3.5. TOPIC: MEDIATION QUIZ- TENETS OF MEDIATION (THE DOS AND DON'TS IN MEDIATION HON. JUSTICE PROF. ANDREW KHAUKHA , ED JTI

Day Two opened with a focused session on the practical do's and don'ts of mediation. Drawing on the previous day's simulations, the facilitators provided targeted guidance to enhance mediation practice.

Judicial officers were advised to ensure confidentiality, maintain neutrality, and avoid coercing parties into agreements. Time management and respectful listening were underscored as key competencies, especially when handling cases with high emotional stakes. Officers were cautioned against becoming too involved or turning mediation into a fact-finding exercise, which risks undermining its conciliatory spirit.

In the plenary that followed, participants reflected on past experiences and dilemmas encountered while mediating civil matters. One officer expressed concern about how to proceed when one party is dominating the session, while another asked about the permissibility of separate caucuses in a judicial mediation setting.

Facilitators responded that caucuses can be appropriate but must be used cautiously, with transparency about the process and the aim of advancing resolution. It was also emphasised that agreements arising from mediation should be fair, voluntary, and informed without pressure from the bench.

This discussion culminated in an interactive quiz where participants identified proper mediation conduct and discussed hypothetical ethical dilemmas.



3.6. TOPIC: PLEA BARGAINING—OVERVIEW BY HON. RTD PRINCIPAL JUDGE YOROKAMU BAMWINE

Session Chair- Ag. PJ Hon. Justice Jane Okuo Kajuga

Justice Bamwine introduced the concept by clarifying the legal framework under which plea bargains operate and conform.

It was noted that although the law uses the word “may” about judicial participation, appellate jurisprudence now requires active involvement by the bench.

Plea bargaining, he explained, is not merely a tool for expediting cases but a means of ensuring justice through negotiated accountability.

Judges and magistrates must ensure that the accused’s plea is voluntary, informed, and based on a clear understanding of the consequences. Particular attention was drawn to the necessity of using Schedule One as the standard format for plea agreements.

Plenary responses

The plenary session that followed generated robust discussion. One magistrate raised concern about situations where the agreement seems overly lenient and whether the court can substitute its sentence. It was clarified that while the court cannot impose a new sentence unilaterally, it can reject the agreement and refer the matter back for renegotiation.

Other participants expressed concern about the exclusion of victims from the process. Facilitators encouraged the use of victim impact statements and community feedback to assess the justice and proportionality of agreements.

Group Work Simulations

During the simulations, participants reviewed mock plea bargain files, identifying common flaws such as omission of offence ingredients, lack of clarity on agreed facts, and absence of confirmation that the accused understood the proceedings.

The facilitators emphasised that the court must take an active role in verifying these aspects before accepting any agreement.

It was also pointed out that an accused person should never be induced or misled into pleading guilty.

Plenary

Further concerns were raised about logistical challenges, including the unavailability of official forms, time constraints, and accused persons who withdraw from agreements as a tactic to avoid certain judicial officers.

These insights prompted a collective call for more straightforward guidelines, better coordination with prosecution, and enhanced training in ethical decision-making within plea bargaining frameworks.

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 3

23rd JULY, 2025

3.7. QUIZ ON PLEA BARGAINING BY HON. JUSTICE PROF. ANDREW KHAUKHA

Day Three began with a recap session on plea bargaining, drawing from the previous day's discussions and simulations.

This interactive session focused on answering questions raised by participants, particularly concerning the court's discretionary powers, the role of victim input, and procedural safeguards.



Judicial officers shared reflections on their evolving understanding of their duties in overseeing fair and lawful plea agreements.

Clarifications were given regarding the limits of judicial authority in altering sentences, the importance of verifying that the accused is not under duress, and the court's duty to balance efficiency with fairness. Emphasis was laid on the fact that the sentencing guidelines in place do not.

3.8. TOPIC: JUSTIFICATION OF THE TRAINING ON JUDGMENT WRITING BY THE HON. JUSTICE YOROKAMU BAMWINE

Judgment writing constitutes the core of judicial function, serving as both a public record and a tool for dispute resolution.

His Lordship emphasised that judgments are not merely a formality but the tangible expression of judicial reasoning, authority, and integrity.



They provide closure to parties, offering a clear articulation of how evidence and legal principles have been applied to reach a decision. Well-crafted judgments prevent ambiguity, guide future litigants, and foster consistency across the judiciary.

His Lordship further highlighted that timely and well-reasoned judgments reinforce public confidence in the judiciary. Delayed, unclear, or poorly reasoned judgments risk creating perceptions of bias, inefficiency, or corruption, potentially eroding the authority of the courts. In contexts where judgments are publicly accessible, the clarity and precision of judicial writing are especially crucial, as they communicate not only the outcome of a dispute but also the legitimacy of the judicial process itself.

Judgments also serve as educational instruments for the legal community, offering guidance to lower courts, legal practitioners, and students in understanding the application of law to factual scenarios. They underpin the rule of law, establish precedent, and contribute to legal development. Ultimately, Justice Bamwine asserted, a judgment is a reflection of judicial accountability, fairness, and professionalism. It is a medium through which courts justify their decisions, explain their reasoning, and uphold societal trust in justice.

3.9. INTRODUCTION TO JUDGMENT WRITING BY THE HON. JUSTICE DAVID WANGUTUSI

Justice Wangutusi opened the discussion on judgment writing by describing it as both an art and a science. He highlighted that writing judgments requires not only technical understanding of the law but also clarity of thought, structured reasoning, and the ability to communicate complex legal analysis in an accessible manner.

He emphasised that judgments must go beyond a mere repetition of evidence; they should demonstrate a balanced application of law to the facts of each case.



His Lordship noted that a judgment is a dialogue with the parties, particularly addressing the losing party in a manner that explains the rationale behind the decision. This approach fosters transparency, mitigates perceptions of bias, and ensures public trust in judicial impartiality. Overly lengthy or repetitive judgments were discouraged; instead, judges should aim for conciseness without sacrificing completeness.

Justice Wangutusi also stressed the growing importance of professional standards in judicial writing, particularly as judgments are now widely disseminated online. Judicial officers must maintain independence, avoid personal opinions, and refrain from speculation or unsupported hypotheticals.

Using a touch of humour, he likened poorly written judgments to chaotic political rallies, highlighting how a lack of clarity and structure can undermine the authority of the court. The session underscored that a judgment is both a reflection of judicial competence and a critical instrument in maintaining the integrity of the legal system.

3.10 THE STRUCTURE AND CONTENTS OF A JUDGMENT BY THE HON. JUSTICE DAVID WANGUTUSI

Justice Wangutusi provided an in-depth exploration of the structural and substantive elements that constitute a coherent judgment. He outlined that judgments should follow an organised sequence, beginning with the caption, introduction, and narrative overview of the facts.

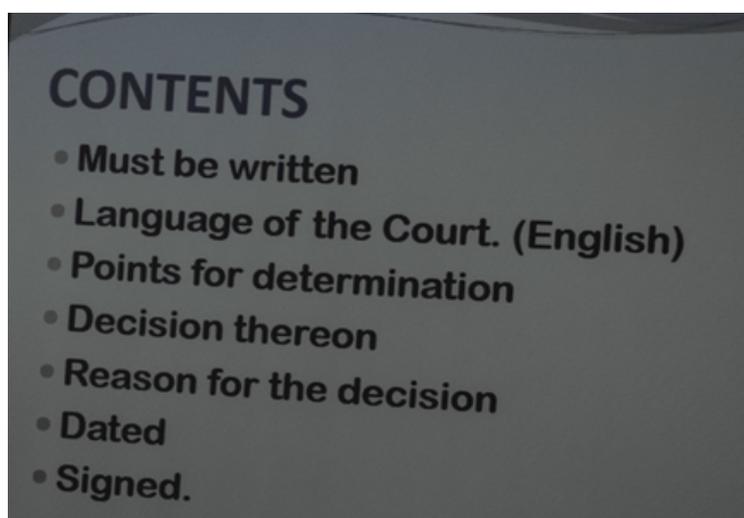
The introduction sets the stage, framing the central disputes and drawing the reader into the factual matrix without overwhelming them. The judgment must then proceed to delineate the findings of fact, clearly addressing each issue raised in the pleadings.

Only matters formally submitted for determination should be considered, avoiding extraneous speculation or irrelevant commentary.

The legal analysis should follow logically, applying statutory provisions, case law, and established principles to the facts. Finally, the conclusion should succinctly resolve the issues and articulate the remedy, if any.

Justice Wangutusi stressed that clarity, consistency, and logical progression are critical to judicial writing. A judgment should be self-contained, enabling any reader, legal professional or layperson to understand the reasoning without external references.

He highlighted that poorly structured judgments contribute to delays, unresolved disputes, and the perception of judicial inefficiency or bias. By maintaining a rigorous approach to structure and content, judicial officers safeguard both the authority of their decisions and the trust of the public.



3.11. A SIMULATION ON RELEVANCY, ADMISSIBILITY & SUFFICIENCY OF EVIDENCE AND APPLICATION OF THE LAW TO THE EVIDENCE

Participants engaged in practical exercises to review, and critique judgments, reinforcing clarity, logical sequencing, and impartial reasoning.

Peer feedback highlighted common pitfalls and best practices, while discussions addressed the pressures of case backlogs and their impact on judicial wellbeing.

The session highlighted that the strength of a judgment rests upon the proper evaluation of evidence. Judicial officers were guided on the importance of considering only relevant, admissible, and credible evidence, while disregarding speculation, hearsay, or unsubstantiated assertions. Careful scrutiny of evidence ensures that decisions are defensible, reasoned, and uphold the principles of fairness and justice.

Mastery in evidence assessment underpins public confidence, prevents miscarriages of justice, and reinforces the judiciary's role as a custodian of the rule of law. The simulations underscored the value of mentorship, continuous learning, and systemic support in cultivating judicial excellence and sustaining public trust.



3.12. JUDGEMENT WRITING SIMULATIONS GROUP SESSION-BREAKOUTS ON JUDGMENT WRITING

During the plenary, participants engaged in practical simulations designed to reinforce the principles of effective judgment writing.

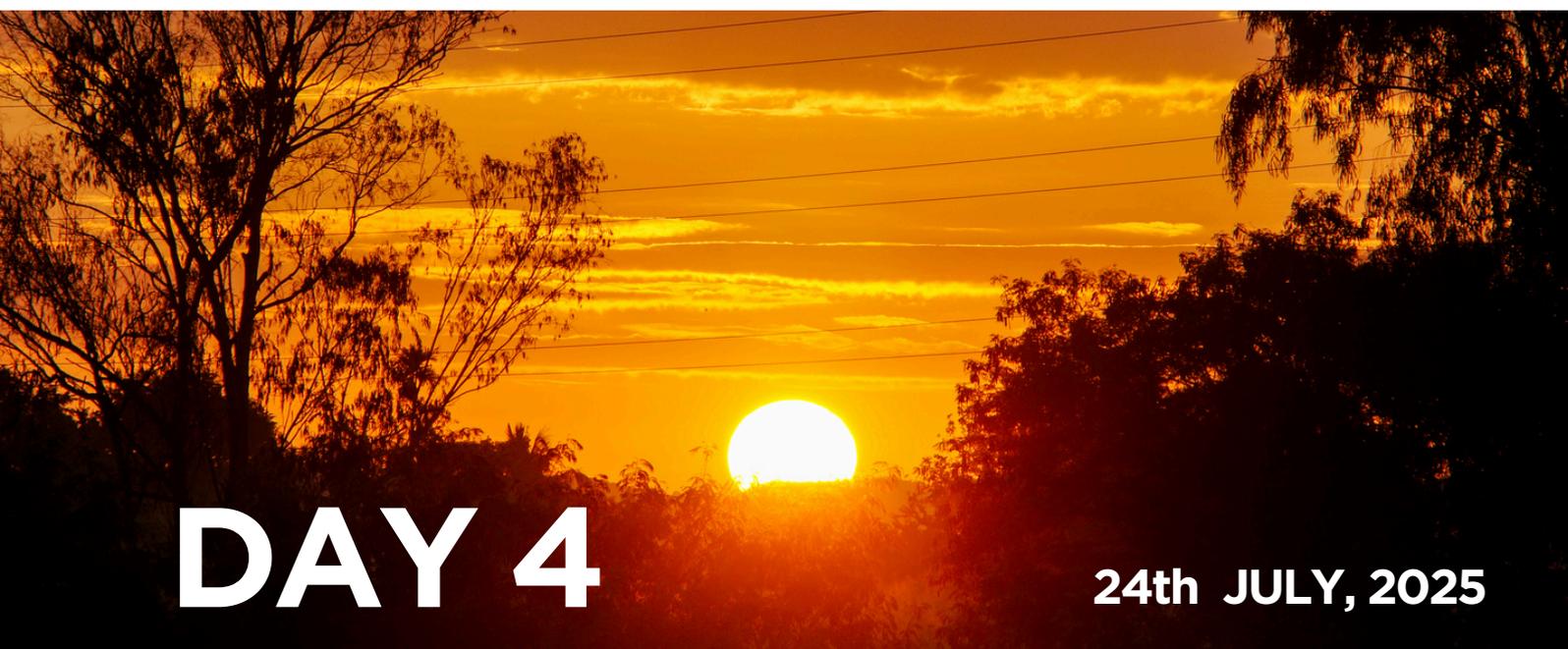
The simulations also included peer review exercises, where drafted judgments were assessed for clarity, coherence, and adherence to judicial standards. Feedback highlighted the importance of balancing legal analysis with factual accuracy, avoiding repetition, and maintaining professional impartiality. Participants discussed challenges such as managing complex evidence, addressing multiple claims within a single judgment, and mitigating the stress caused by judgment backlogs.

Responses from participants indicated a deeper appreciation of judgment writing as a craft requiring continuous learning and reflection. Officers recognized that simulation exercises allowed them to practice integrating structured reasoning with accessible language, ensuring that judgments could withstand scrutiny from litigants, appellate courts, and the public.

The plenary concluded with guidance on continuous improvement, encouraging officers to seek mentorship, review exemplary judgments, and adopt practices that enhance both efficiency and the quality of their decisions.

Final Reflection

Day Three reaffirmed that mastery of judgment writing, coupled with rigorous evidence evaluation, is central to justice, credibility, and the rule of law. The session illuminated the transformative potential of focused capacity-building, demonstrating how sustained investment in judicial training empowers officers, strengthens institutional trust, and advances equitable access to justice.



DAY 4

24th JULY, 2025

3.13. Quiz on Judgement Writing

The quiz discussions and responses emphasised the indispensable requirement that every judgment must be reasoned. Judicial officers were reminded that introducing issues not raised during trial compromises both clarity and focus, and they were encouraged to write short, precise, and well-reasoned judgments instead of unnecessarily lengthy ones. A sound judgment was noted to play multiple roles: it reduces case backlog, promotes consistency across the bench, inspires investor confidence, and strengthens public trust in the judiciary.

- Quiz Questions: Judgment writing.
Tick true or false for a correct answer.
- A good judgment must clearly outline some points for determination.
 True False
- It is acceptable for a judgment to have some issues not raised during the trial.
 True False
- A judgment must declare the victor ONLY.
 True False
- What matters in the judgement is the decision and not necessarily the reasons for the decision?
 True False
- What matters in a judgment are the facts?
 True False
- A sound judgment must possess the following attributes ONLY:
a) Be in writing
b) Use the language of the Court (English).
c) Have material facts
d) Clearly outline points for determination.
e) Provide decisions on each point; every issue raised must be addressed conclusively.
f) Offer reasons for the decision.
g) Be dated and signed.
 True False
- Transparency reasoning in judgements reduces the workload of higher courts.
 True False
- Article 126(2) (e) mandates that courts must avoid technical dismissals that deny parties a fair hearing?
 True False
- A sound judgment must have 6 essential attributes ONLY.
 True False
- A judgement shall be in a language understood by the parties.
 True False
- A judgement may either be oral.
 True False
- Judgment writing is a form of procedural formality.
 True False
- A well-written judgment only needs to resolve disputes and doesn't serve any other purpose.
 True False
- A judgment must speak to both winners and losers to demonstrate fairness.
 True False
- Procedural compliance should always override substantive justice in all circumstances.
 True False
- Transparent reasoning in judgments fosters acceptance of outcomes.
 True False
- It is acceptable for a judgment to leave out some issues facts raised by the parties.
 True False
- A sound judgment may be dated or signed.
 True False
- Technical dismissals that deny parties fair hearings reduce case backlog.
 True False
- A judgement must focus on major issues and points.
 True False
- A well-written judgement can shape economic stability.
 True False
- Transparent reasoning in judgements creates unnecessary Appeals.
 True False
- A judgement must embody the values of Uganda Justice System.
 True False
- Judgement writing is an art and not a science.
 True False

3.14. TROUBLESHOOTING JUDGMENT WRITING SIMULATIONS BY DR. NAKIBUULE GLADYS KISEKKA

In addressing common pitfalls in case management, Her Worship underscored how errors made at the early stages of proceedings inevitably affect the final decision. She highlighted the importance of proper plea-taking, reminding officers to uphold the presumption of innocence, avoid shortcuts, and record pleas accurately.

Mishandling cases involving mentally challenged accused persons was identified as a recurring challenge, with judicial officers urged to scrutinise records, observe unusual conduct, and engage stakeholders such as prison authorities to obtain medical reports. File management was also emphasised, with officers reminded to study case records thoroughly and take note of past proceedings to avoid irregularities that could taint outcomes.



Presentation and Discussion

Bail applications were singled out as one of the most demanding areas of judicial discretion. While it was agreed that there is no absolute right to bail, every accused person has a constitutional right to apply for it, and courts are bound to hear such applications expeditiously.

Common errors were noted, including unnecessary deferral of rulings, remanding applicants without hearing them, and issuing oral decisions without providing written reasons. Judicial officers were urged to exercise discretion cautiously, issue reasoned rulings supported by law, and strike a balance between competing rights.

The plenary also discussed the dilemma of bail cancellation upon committal, where consensus emerged that magistrates lack the jurisdiction to cancel bail granted by the High Court, in line with Constitutional Court guidance.

On the subject of judicial conduct, participants were reminded that temperament, impartiality, and soberness are indispensable attributes of adjudication. Officers were cautioned against reacting emotionally to cases, yielding to external pressure, or succumbing to so-called “orders from above.” The discussions reaffirmed that judicial independence and integrity remain non-negotiable principles upon which the credibility of the judiciary lies.

3.14. TOPIC: NAVIGATING THE UGANDA LEGAL INFORMATION INSTITUTE (ULII)- BY HW JOEL WEGOYE

His Worship Joel Wegoye made a detailed presentation on the Uganda Legal Information Institute (ULII), highlighting its extensive reach, real-time reporting of judicial decisions, and advanced features such as AI-generated case summaries, interlinked legislation, and access to international court databases.

He underscored the importance of accurate case citation using the OSCOLA system to enable effective cross-referencing, the need for machine-readable judgments to enhance research efficiency, and the utility of personal ULII accounts, which allow judicial officers to save, annotate, and even draft decisions privately.



Plenary

During the plenary, participants expressed concern about the indiscriminate uploading of all decisions, including minor or poorly written ones. It was suggested that an editorial board should play a role in quality control while still ensuring that less refined judgments are retained for internal training purposes.

In comparing experiences from other jurisdictions, Tanzania's centralised case reporting system was cited as an instructive model. The Ugandan judiciary was encouraged to adopt similar reforms while addressing persistent attitudinal resistance to technology among officers.

Looking ahead, ULII is expected to expand into offline access through a "street law" initiative, develop more sophisticated AI analytics, and further integrate regional jurisprudence. Judicial officers were urged to embrace these innovations as essential tools in modern judicial practice and in positioning Uganda at the forefront of legal information.

3.16. CASE MANAGEMENT SIMULATIONS BY HW OBIZU MALLEN AND HW NAKATO JOSEPHINE DDEMBE

Participants were divided into groups to examine actual court files and judgments, identifying irregularities that could undermine judicial decision-making. They assessed the impact of poor record-keeping on justice delivery and proposed remedies to address such deficiencies.



The session highlighted deficiencies in case file management, including incomplete or disorganised files. Judicial officers were urged to ensure exhibits are correctly attached and that case files are in order before judgment writing begins. Proper case management from the pre-trial stage significantly impacts the quality and efficiency of judgments.

3.17. TIPS ON CASE MANAGEMENT

Her Worship Nasambu emphasised that judgments must be reasoned and concise, warning against unnecessarily lengthy decisions. She highlighted that effective judgments contribute to reducing case backlog, promoting consistency in the administration of justice, attracting investor confidence, and building public trust in the judiciary. She further cautioned judicial officers to remain focused on issues raised during trial rather than introducing new matters, as doing so undermines the integrity of the judicial process.



The remarks were concluded by emphasising the training's goal of improving judgment writing to enhance quality and reduce case backlog, and encouraging participants to use legal research, apply precedent, and manage cases effectively to support timely and well-reasoned decisions.

4.0. RESOLUTIONS

Participants, comprising judicial officers and stakeholders in justice service delivery, resolved to:-

1. Identify and refer eligible cases for mediation to the Registrar, Alternative Dispute Resolution (ADR), within three weeks of the training, as part of efforts to decongest court dockets and promote access to timely justice.
2. Uphold the rule of law by strictly adhering to the applicable legal frameworks in the administration of plea bargaining, sentencing, mediation, and adjournment of cases.
3. Strengthen the quality of judicial decisions through the adoption of recognised best practices in judgment writing, with emphasis on structure, legal analysis, and responsiveness to issues raised.
4. Demonstrate transformative judicial leadership by embracing values-based leadership that prioritises influence, professional integrity, and measurable impact over reliance on positional authority.
5. Maximise the use of legal research platforms, notably the Uganda Legal Information Institute (ULII), for access to precedents, statutory law, and evolving jurisprudence to support well-informed decisions.
6. Apply a facilitative and impartial approach to mediation by adopting a mediator's mindset and deliberately stepping back from the traditional adjudicative posture to enable meaningful resolution of disputes.
7. Improve case management systems through timely and accurate data entry, diligent file handling, and effective record-keeping to enhance institutional efficiency and judicial accountability.
8. Institutionalise continuous judicial learning through regular in-house trainings on ADR and related innovations as a means of deepening competence and promoting a culture of lifelong professional development.

RECOMMENDATIONS

Performance tracking mechanisms should be developed and enforced to monitor returns of mediated settlements. This will support evidence-based recognition of individual and institutional performance, and provide a basis for targeted support from development partners.

DAY 5

25th JULY, 2025

5.0. CLOSING REMARKS

Moderated by Hw. Nanteza Zukaika, the closing ceremony commenced with a closing prayer by Hw. Turibamwe Christine.

5.1. WELCOME REMARKS BY AG. CHIEF REGISTRAR - HW PAMELLA OCAYA LAMUNU

The Chief Registrar kick-started the closing remarks with a reflection on the four days of robust discussion, peer learning, and skills acquisition.

She emphasised that the training was a deliberate and strategic effort to strengthen the administration of justice, enhance efficiency, and promote community cohesion through ADR.

She urged judicial officers to actively apply acquired skills to improve case management, reduce backlog, and foster harmony within communities.

She commended the facilitators and organisers, particularly the JTI leadership, for their commitment to judicial reform and invited the Executive Director to give his remarks.



5.2. REMARKS BY THE EXECUTIVE DIRECTOR OF THE JUDICIAL TRAINING INSTITUTE HON. JUSTICE PROF. ANDREW KHAUKHA

The Executive Director of the Judicial Training Institute, His Lordship Justice Prof. Andrew Khaukha, acknowledged the Chief Justice's leadership in promoting ADR and institutional capacity building, including securing land for training facilities and developing a structured training calendar. He invited the Principal judge to give her remarks.

5.3. REMARKS BY AG. PRINCIPAL JUDGE - THE HON. LADY JUSTICE JANE OKUO KAJUGA

The Principal Judge, Hon. Justice Jane Okua Kajuga, praised the training's tailored approach, addressing mediation, plea bargaining, arbitration, leadership, and case management.

She reiterated that competence stems from continuous skilling and called for practical application of lessons learned, with close attention to backlog prevention and client satisfaction.

She lauded the faculty for their expertise and encouraged the participants to translate training into measurable court performance improvements.

The Director of Public Prosecutions, Hon. Lady Justice Jane Frances Abodo, described ADR as a "movement" that is now institutionalised, and lauded the Chief Justice for re-engineering its use in the daily case management, likening ADR to a stream that will never dry. She pledged the ODPP's continued collaboration with magistrates in applying ADR, especially in plea bargaining, and urged officers to leverage the expertise shared by the distinguished faculty. She commended the Chief Justice for leaving a lasting legacy in ADR promotion.

5.4. CLOSING REMARKS, AWARD OF CERTIFICATES AND LAUNCH OF THE MENTORSHIP AND GUIDANCE PROGRAM FOR THE WESTERN REGION; BY THE CHIEF JUSTICE OF UGANDA, THE HON. JUSTICE ALFONSE CHIGAMOY OWINYI-DOLLO

In closing the ceremony, the Chief Justice underscored that training must be purposeful and results-oriented, directly linked to case disposal. He highlighted the youthful demographic of the judiciary and the expanded establishment, allowing for wider geographic reach.

He stressed the importance of judicial "software" skills, wisdom, and adaptability over physical infrastructure. He reiterated that ADR is rooted in African tradition and commissioned participants as court-accredited mediators, urging them to apply their skills to suitable cases immediately.





He also announced a monitoring and evaluation framework to measure impact and launched a mentorship programme pairing participants with senior judicial officers.

He concluded by challenging participants to make ADR a daily case management tool, shifting the judiciary from backlog to balance, and delay to delivery.

He then commissioned judicial officers as mediators for the Western Region. He awarded them certificates of participation, and alongside other senior judicial leaders, including the DCJ Emeritus and PJ Emeritus, he signed the commissioning document for the Mentorship and Guidance Programme.

He noted that the initiative aims to provide continuous professional guidance, feedback on judgments, and leadership mentoring for judicial officers in the region. Representatives from the judiciary, DPP, JTI, and registry also signed to signify their commitment.

APPENDICES

Participants/faculty /Secretariat List.

JUDICIAL OFFICERS UNDER THE WESTERN REGION-MBARARA

No	NAME	COURT
1.	Hon. Lady Justice Kanyange Susan	Resident Judge, RUKUNGIRI CIRCUIT
2.	Hon. Justice Nshimye Allan Paul Mbabazi	Resident Judge, MBARARA CIRCUIT
3.	Hon. Justice Kwizera Amos	Resident Judge, BUSHENYI CIRCUIT
4.	Hon. Justice Karoli Lwanga Ssemogerere	Resident Judge, KABALE CIRCUIT
5.	Hon. Justice Kwemara Kafuuzi Gelase	Resident Judge, MBARARA CIRCUIT

REGISTRARS

No	NAME	COURT/STATION
6.	HW Arinaitwe Goretti	BUSHENYI HIGH COURT CIRCUIT
7.	HW Grace Atwongyeire	MBARARA HIGH COURT CIRCUIT
8.	HW Twinomuhwezi Henry	MBARARA HIGH COURT CIRCUIT
9.	HW Atigo Hellen	RUKUNGIRI HIGH COURT CIRCUIT
10.	HW Tumwebaze Kenneth	KABALE HIGH COURT CIRCUIT

CHIEF MAGISTRATES

No.	NAME	COURT
IN MAGISTERIAL AREAS		
11.	HW Barigye Said	BUSHENYI/BUHWEJU
12.	HW Mbabazi Edith Mary	RUKUNGIRI
13.	HW Bamuhiga Patric	ISINGIRO
14.	HW Kabombo Andrew	MBARARA
15.	HW Okwong Stella Paculal	MBARARA (2 nd Chief)
16.	HW Kabahuma Lucy Koojo	SHEEMA

17.	HW Byamugisha Derick	KABALE
18.	HW Nantaawo Agnes Shelagh	IBANDA
19.	HW Seruwo Benjamin Martin	KIRUHURA
20.	HW. Muhimbise Gordon	NTUNGAMO
21.	HW Komakech Kenneth	Kisoro
22.	HW MUHANGI SEVERINO GIBSON BUGINGO	Mitooma

GRADE ONE MAGISTRATES

BUSHENYI Magisterial Area		
23.	HW Nyevu Aziiza	BUSHENYI HIGH COURT CIRCUIT
24.	HW Nakasiita Sarah	RUBIRIZI
25.	HW TENDO Deogratious	Mitooma.
26.	HW Omar Ahmed Halima	BUSHENYI
27.	HW Niyokwizera Emmanuel	BUSHENYI
28.	Mushime Moses	Buwheju
SHEEMA Magisterial Area		
29.	HW Mukobi Asanasio	KAGANGO/KIBINGO
30.	HW Atoo Patricia Dollica	KAGANGO
IBANDA Magisterial Area		
31.	HW Tusabe Edith	IBANDA
32.	HW Kembabazi Vastine	IBANDA
33.	HW Mutabaazi Fred	ISHONGORORO
KABALE Magisterial Area		
34.	HW Mutabazi Julius (Principal)	KABALE
35.	HW Chadiru Milly	KABALE
36.	HW Rukundo Isaac (Principal)	RUBANDA

KANUNGU Magisterial Area		
37.	HW Mugisa Patrick	KANUNGU
38.	HW Pepera Edith Ann	KIHIHI
KAZO Magisterial Area		
39.	HW Ndhazano Joshua	KAZO
KIRUHURA Magisterial Area		
40.	HW Ofumbi Enoch Opong	KIRUHURA
41.	HW Mugisha Ruth	SANGA
KISORO Magisterial Area		
42.	HW Asimwe Bob Simplex	KISORO
43.	HW Muchelule Dismas	KYANIKA/KISORO
MBARARA Magisterial Area		
44.	HW Mukuru Joshua	MBARARA HIGH COURT CIRCUIT (Attached to Chambers of Justice Nshimye Allan Paul Mbabazi)
45.	HW Baguma Alex	MBARARA
46.	HW Baagala Esther Luyiga	MBARARA
47.	HW Buhungiro Benjamin	MBARARA
48.	HW Tabaruka Racheal	MBARARA
49.	HW Nasasira Sheeba	MBARARA
50.	HW Kayanja Smith	BWIZIBWERA-RUTOOMA
51.	HW Rekyeraho Obed	NDEIJA
52.	HW JOSEPHINE NASASIRA	Rukungiri-Research.
NTUNGAMO Magisterial Area		
53.	HW Sharon Nassuna	NTUNGAMO
54.	HW Christine Turibamwe (<i>Principal</i>)	NTUNGAMO
55.	HW Kakuru Edgar	RUBAARE
56.	HW Naturinda Ritah	RUHAMA

RUKUNGIRI Magisterial Area		
57.	HW Gonzanga Mbalangu	RUKUNGIRI
58.	HW Atukunda Joan Maani	NYARUSHANJE
ISINGIRO		
59.	HW Mfitumukiza Moses	ISINGIRO
60.	HW Opio Belmos Ogwang	ISINGIRO
FACULTY		
61.	Hon. Justice Richard Buteera	DCJ EMERITUS
62.	Hon. Lady Justice Jane Okuo Kajuga	Ag. PRINCIPAL JUDGE
63.	Prof..Justice Andrew Khauka	EXECUTIVE DIRECTOR-JTI
64.	Hon. Justice Yorokamu Bamwine	PJ EMERITUS
65.	Hon. Justice David Wangutusi	RTD. JUDGE
66.	Mr Francis Atoke	ADVOCATE
67.	Her Worship Lamunu Pamella Ocaya	AG. CHIEF REGISTRAR
68.	Mr. Sinabulya Joseph	PIMO
JUDICIAL TRAINING INSTITUTE—TECHNICAL TEAM.		
69.	HW Bucyana Lillian	JUDICIAL TRAINING INSTITUTE (In-charge)
70.	HW Nanteza Zulaika	ADR Registry-In-Charge
71.	HW Dr. Nakibuule Gladys Kisekka	JTI, RESEARCH
72.	HW Esther Nansambu	CHIEF MAGISTRATE
73.	HW Wegoye Joel (Senior)	LAW REPORTING
74.	HW Bwambale Daniel	ADR REGISTRY
75.	HW Obizu Mallen	LAW REPORTING
76.	HW Karamagi Pamela May (Senior)	RESEARCH
77.	HW Nakato Josephine Ddembe	TRAINING
78.	HW Murungi Esther	TRAINING

JUDICIAL TRAINING INSTITUTE – SECRETARIAT		
79.	Tonny Luswata	ICT OFFICER
80.	Robert Apegu	ACCOUNTS ASSISTANT
81.	Ruth Ashaba	COMMUNICATIONS OFFICER
82.	Mugisha Isaac	SECRETARIAT
83.	Angom Josephine	SECRETARIAT
84.	Nalusiba Faith	SECRETARIAT

Programme

TRAINING PROGRAMME — 21ST to 25TH JULY 2025

HELD AT LAS VEGAS HOTEL

TIME	ACTIVITY	RESPONSIBLE UNIT
DAY 1. SUNDAY 20TH JULY, 2025 - ARRIVAL OF FACILITATORS AND SECRETARIAT		
DAY 2: MONDAY 21ST JULY, 2025		
08:30 - 08:55 am	Arrival & Registration of Participants	Secretariat.
09:00 - 09:03 am	Administrative Notices	Registrar, HRD&T, JTI and Registrar, ADR.
09:03 - 09:07 am	Welcome Remarks by Ag. Chief Registrar.	HW Pamella Ocaya Lamunu
09:07 - 09:10 am	Remarks by Country Manager IDLO	Ms. Barbara Kilei
09:10 - 09:15 am	Address by the Executive Director	Prof. Justice Andrew Khaukha
09:15 - 09:20 am	Address by Chairperson Governing Council	Hon. Justice Mike Chibita
09:20 - 09:30 am	Official Opening by the Ag. Principal Judge of the Republic of Uganda	Hon. Lady Justice Jane Okuo Kajuga
09:30- 10:00 am	Topic: The role of leadership in case management	Mr. Gimara Francis
10:00-10:15 am	Plenary Discussion	All
10:15- 10:45 am	GROUP PHOTO & HEALTH BREAK	
MEDIATION CONTINUED		
11:00 - 11:40 pm	Topic: Overview of the mediation Practice/Judge Mediator mindset & Appellate Mediation (Best Practices in mediation)	Hon. Justice Richard Butera.
12:00 - 12:20 pm	Plenary Discussions.	ALL

12:20 - 01:00 pm	Topic: Unpacking the STAR Approach (Effective & Efficient Negotiation Skills: A Foundation for Successful Negotiation-Integrative & Distributive Bargaining Techniques) <ul style="list-style-type: none"> • Stage • Task • Action • Result 	Mr. Francis Atoke
01:00 -01:15 PM	Plenary Discussion	All
01:15-02:30 pm	LUNCH BREAK	
02:30 - 03:30 pm	Topic: Simulation Sessions by all trainees	Topic: Simulation Sessions by all trainees
03:30 - 04:00 pm	Topic: Tenets of Mediation (the dos and don'ts in mediation).	Hon. Justice Prof. Andrew Khaukha, ED JTI
04:00 - 04:40 pm.	Topic: Simulation Sessions by all trainees (Break away to Practice Negotiations).	ALL
04:40- 05:00 pm	Topic: Arbitration (Approach to adjudicating arbitration clauses)	Ms. Barbra Kilei
05:00 - 05:15 pm	Plenary Discussion	All
CLOSE OF DAY ONE		
DAY 3: TUESDAY 22ND JULY, 2025		
PLEA BARGAINING		
08:30-09:00 am	Arrival & Registration of Participants	Secretariat.
09-00- 09:15 am	Topic: Mediation Quiz-Doz and Don'ts	Hon. Justice Prof. Andrew Khaukha, ED JTI
09:15 - 10:00 am	Topic: Plea Bargaining—Overview	Hon. Rtd Principal Judge Yorokamu Bamwine <u>Team members</u>

		<ul style="list-style-type: none"> - (Ag. PJ Jane Okuo Kajuga - Prof. Andrew Khaukha Judge/ED JTI - Rtd Justice David Wangutusi - Plea Bargain Faculty team)
10:00 – 10:30 am	Plenary	All
10:30 - 11:00 am	HEALTH BREAK	
11:00 - 11:40 am	Topic: Plea Bargaining simulation one	Hon. Rtd Principal Judge Yorokamu Bamwine Ag. Principal Judge, Lady Justice Jane Okuo Kajuga. Rtd. Hon Justice Wangutusi <u>Team members</u> <ul style="list-style-type: none"> - Ms. Susan Wakabala. - Lillian Nandaula - Margaret Nakigudde
11:40am-12:00 pm	Plenary	All
12:00 - 12:40 pm	Topic: Plea Bargaining simulation (Court of Appeal Positions)	Rtd. Hon. Justice David Wangutusi <u>Team members</u> <ul style="list-style-type: none"> - Ms. Susan Wakabala. - Lillian Nandaula - Margaret Nakigudde
12:40 - 01:00 pm	Plenary	All
01:00-02:00 pm	LUNCH BREAK	
02:00 - 03:00 pm	Topic: Plea Bargaining simulation (Plea Camp Scenario)	Ag. PJ Hon Lady Justice Jane Okuo Kajuga, Hon. Rtd. Principal Judge Yorokamu Bamwine & Rtd Hon. Justice David Wangutusi <u>Team members</u> <ul style="list-style-type: none"> - 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)	Hon. Rtd Principal Judge Yorokamu Bamwine & Rtd Hon. Justice David Wangutusi <u>Team members</u> - Ms. Susan Wakabala. - Lillian Nandaula - Margaret Nakigudde
04:30 - 05:00 pm	Plenary	All
CLOSE OF DAY TWO		
DAY 4: WEDNESDAY 23RD JULY, 2025		
JUDGMENT WRITING & CASE MANAGEMENT		
08:30 - 09:00 am	Arrival & Registration of Participants	Secretariat.
09:00 - 09:10 am	Quiz on Plea Bargaining	Hon. Justice Priof. Andrew Khaukha
09:10 - 10:00 am	Topic: Justification of the training in Judgement writing	Hon. Rtd Principal Judge Yorokamu Bamwine
10:00 - 10:30 am	Plenary	All
10:30 - 11:00 am	HEALTH BREAK	
11:00 - 11:30 am	Topic: Introduction to Judgement writing	Rtd. Justice David Wangutusi & Hon. Rtd Principal Judge Yorokamu Bamwine
11:30 - 12:30 pm	Topic: Structure and content of a Judgement <ul style="list-style-type: none"> • Civil • Criminal • Judgments on appeal 	Rtd. Justice David Wangutusi & Hon. Rtd Principal Judge Yorokamu Bamwine
12:30 - 01:00 pm	Plenary	All
01:00-02:00 pm	LUNCH BREAK	
02:00 - 03:00 pm	Topic: A simulation on Relevancy, Admissibility& Sufficiency of Evidence and	Rtd. Justice David Wangutusi & Hon. Rtd Principal Judge Yorokamu Bamwine

	Application of the Law to the evidence.	
03:00 - 04:00 pm	Topic: Judgement Writing Simulations	Rtd. Justice David Wangutusi & Hon. Rtd Principal Judge Yorokamu Bamwine All Participants and Facilitators
04:00 - 05:00 pm	Joint Plenary Discussions	- ALL
DAY 5: THURSDAY 24TH JULY, 2025		
08:30 - 09:00 am	Arrival and Registration of Participants	Secretariat.
09:00 - 09:30 am	Quiz on Judgement Writing	Hon. Justice Prof. Andrew Khaukha & Rtd. Justice David Wangutusi
09:30 - 10:10 am	Topic: Judgement Writing Case Scenarios. (Judgement Writing Trouble Shoots)	Dr. Nakibuule Gladys Kisekka Magistrates JTI
10:10 - 10:30 am	Presentation and discussion	All Participants & Facilitators
10:30-11:00 am	HEALTH BREAK	
11:00am- 12:30 pm	Topic: Navigating the Uganda Legal Information Institute (ULII)	HW Joel Wegoye
12:30- 01:00 pm	Presentation and discussion	All Participants & Facilitators
01:00-02:00 pm	LUNCH BREAK	
CASE MANAGEMENT		
02.00 - 02:30 pm	Topic: Tips on Case Management	HW Nasambu Esther
02:30 - 02:45 pm	Plenary	All Participants
02:45 - 04:00 pm	Topic: Case management and record keeping	HW Obizu Marlene HW Nakato Josephine <u>Team members</u> - Reg-JTI - All Magistrates JTI
04:00 - 04:30 pm	Plenary	All

04:30 - 05:00 pm	Resolutions & Recommendations	Registrar.
DAY 6: FRIDAY 25TH JULY, 2025		
08:30 - 09:00 am	Administrative Notices	Registrar, HRD&T, JTI and Registrar, ADR.
09:00 - 09:05 am	Welcome Remarks by Ag. Chief Registrar.	HW Pamela Ocaya Lamunu
09:05 - 09:10 am	Remarks by the Executive Director	Hon. Justice Prof. Andrew Khaukha
09:10 - 09:15 am	Remarks by Ag. Principal Judge	Hon. Lady Justice Jane Okuo Kajuga
09:15 - 09:25 am	Remarks by the Chief Justice of Uganda	Hon. Justice Alfonse Chigamoy Owinyi-Dollo
09:25 - 10:00 am	Award of Certificates by CJ	Hon. The Chief Justice of the Republic of Uganda - Hon. Justice Alphonse Chigamoy Owiny-Dollo
	Inauguration of the Mentorship and Guidance Program for the Western Region.	
	Certification of Court Accredited Mediators.	
	Address by the Hon. the Chief Justice of the Republic of Uganda	
10:00 am	HEALTH BREAK & GROUP PHOTO	
	DEPARTURE	



THE JUDICIAL TRAINING INSTITUTE

CASE MANAGEMENT AND ALTERNATIVE DISPUTE RESOLUTION FOR JUDICIAL OFFICERS IN THE WESTERN REGION

HELD AT LAS VEGAS HOTEL, MBARARA FROM 21ST - 25TH JULY,
2025

Evaluation Form

DEAR DELEGATE:

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 Conferences. Do fill the form and kindly return it at the Registration desk. Thank you!

1. Please Rate the Following Aspects of the Training: (please tick \sqrt one)

	Aspects of the Training	1 Poor	2 Average	3 Good	4 Excellent
A	Organization 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>				

	Information Covered During the Training	1 No Change	2 Improved Slightly	3 Improved Moderately	4 Improved a lot
C	<i>Unpacking the STAR Approach (Effective & Efficient Negotiation Skills: A Foundation for Successful Negotiation- Integrative & Distributive Bargaining Techniques)</i>				
	<ul style="list-style-type: none"> • <i>Stage</i> 				
	<ul style="list-style-type: none"> • <i>Task</i> 				
	<ul style="list-style-type: none"> • <i>Action</i> 				
	<ul style="list-style-type: none"> • <i>Result</i> 				
D	<i>Tenets of Mediation (the dos and don'ts in mediation).</i>				
E	<i>Arbitration (Approach to adjudicating arbitration clauses)</i>				
F	<i>Plea Bargaining— Overview</i>				
G	<i>Justification of the training in Judgement</i>				
H	<i>Introduction to Judgement writing.</i>				
I	<i>Structure and content of a Judgement</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> 				

J	<i>Simulation on Relevancy, Admissibility & Sufficiency of Evidence and Application of the Law to the evidence.</i>				
K	<i>Judgement Writing Case Scenarios. (Judgement Writing Trouble Shoots)</i>				
L	<i>Navigating the Uganda Legal Information Institute (ULII)</i>				
M	<i>Tips on Case Management</i>				
N	<i>Case management and record keeping</i>				

Summary of key lessons, reflections, and takeaways

- 5. What impact will this Training have on your work?
- 6. What suggestions or comments do you have to help us improve future Training
- 7. Which topics would you like to see covered in future Training
- 8. What are your Training needs?
- 9. Suggest the training need you would prefer to be trained in.

Thank you for your participation & we wish you all the best in your endeavours.

