



THE REPUBLIC OF UGANDA



JUDICIAL SERVICE COMMISSION

ANNUAL REPORT

2012/2013



THE REPUBLIC OF UGANDA

JUDICIAL SERVICE COMMISSION

A large, faint watermark of the Judicial Service Commission logo is centered in the background. It features a circular border with the text "JUDICIAL SERVICE COMMISSION" at the top and "JSC" at the bottom. Inside the circle is a scale of justice with a crane standing between the pans.

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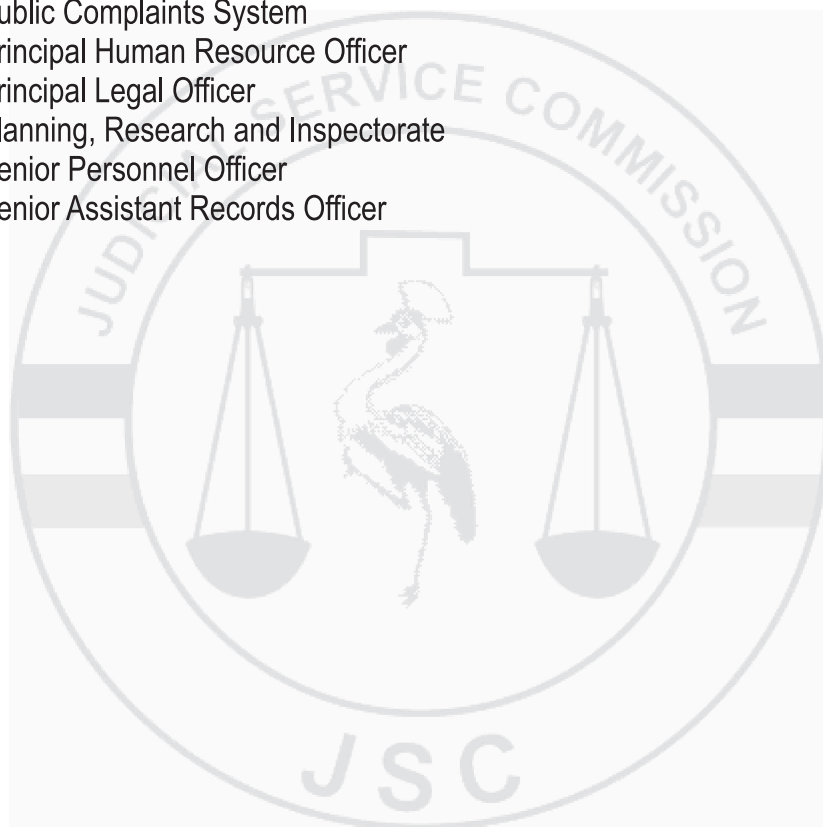
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LIST OF ACRONYMS

AAPAM	African Association for Public Administration and Management
AAPComs	Association of African Public Service Commissions
EPA	Education and Public Affairs
ESAAG	East and Southern African Association of Accountants General
F&A	Finance and Administration
FY	Financial Year
GoU	Government of Uganda
ICT	Information, Communication and Technology
IEC	Information, Education and Communication
IFMS	Integrated Financial Management System
JLOS	Justice, Law and Order Sector
JSC	Judicial Service Commission
MoFPED	Ministry of Finance, Planning and Economic Development
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
PAS	Principal Assistant Secretary
PCS	Public Complaints System
PHRO	Principal Human Resource Officer
PLO	Principal Legal Officer
PRI	Planning, Research and Inspectorate
SPO	Senior Personnel Officer
SARO	Senior Assistant Records Officer



FOREWORD

Once more, I am thrilled to present this year's Judicial Service Commission Annual Report for FY 2012/2013. As in years past, this Year's Report seeks to present the Commission's plans and projections for the coming year, against the backdrop of its achievements and challenges of the previous year.

The achievements that we record — especially for the year 2012 and early 2013, were attained because of the continual and unwavering support of our esteemed clients. Foremost among these supporters for the past years have been:

- The Government of Uganda — through our parent Ministry of Justice and Constitutional Affairs.
- The Parliament of Uganda — principally through its Appointments Committee, Legal & Parliamentary Affairs Committee; and the Budget Committee.
- All Partners in the JLOS family.
- All Development Partners (those beyond JLOS).
- The media, in all its manifestations (print, electronic, video, etc).
- The Public at large, whose interest in the work of the Commission is shown in diverse ways (particularly so through constructive criticism, and the making of positive suggestions for improvement or reform).

Throughout the year under review, the Commission continued to work tirelessly and selflessly, oftentimes in very trying circumstances. The apex of these activities came on four grand occasions:

- (i) appointment of 28 senior Judges and Justices to the three top Courts of Judicature, all sworn in by H.E. the President on one day — a record number for Uganda and, indeed, for any other known jurisdiction;
- (ii) disposal of a record number (124) of disciplinary cases from the stock of registered cases (205) against judicial officers of the various ranks of Registrars and Magistrates — and all this achieved without any extra funding;
- (iii) a meeting, the first ever of its kind, between H.E. the President and the *entire* membership of the Commission, on important matters of mutual interest; and
- (iv) appointment of the Country's next Chief Justice, and Deputy Chief Justice — both of them at one go! As the whole World now knows, this exercise did generate a lot of excitement — especially in the legal fraternity, among the political class, and in the corridors of Parliament. For the first time in the Country's history, the vacancies for both posts were publicly advertised in tune with the Commission's policy of Transparency, Accountability and Equal Opportunity.

On other fronts, the Commission staff continued its stellar performance, following its earlier trail of breaking sectoral (if not national) records. In the process, some of our valuable staff members were “poached “ by other institutions — including one, to the High Court Bench; and another, to the Committee on Illegal Land Evictions which was established by State House in early 2013.

In the course of the year, the Commission launched two important Policy documents: The HIV/AIDS Policy for its Staff, and the Customer Care Charter, for all Commission Clients. Both these documents speak to the stance of good governance that the Commission has firmly embraced in the ordinary course of its work.

The above summary covers but a tiny flavour of the 'appetizer' in the delightful menu of the Commission's work in carrying out its Constitutional mandate during the period under review. For the rest of the 'main dish' — comprising the Commission's efforts already expended, and its plans now projected — please read on.

For God and Our Country!



Justice James Ogoola
CHAIRPERSON
JUDICIAL SERVICE COMMISSION

EXECUTIVE SUMMARY

This is a four sections report prepared for the benefit of all the stakeholders of the Judicial Service Commission. The first part of the report gives the legal framework within which the Commission operates.

The Commission is guided by six core principles in the pursuit of its short, medium and long term objectives in the provision of service to the people of Uganda.

The second part of the report chronicles the performance and achievements registered in the FY 2012/2013. The key achievements during this period included; the unprecedented appointment of 28 judges, recommendations for appointment of Chief Justice and Deputy Chief Justice, recommendations for appointment of Acting Justices of the Supreme Court, appointment of 11 Magistrates I and confirmation in appointment of seven judicial officers.

The Commission held 36 radio talk shows, three press briefings; four sub county workshops, three performance management workshops and four prison inmates' workshops. It also printed 3220 copies of the Citizens Hand Book in various languages, translated the Citizens Hand Book in Kiswahili and produced 19,000 copies of brochures and charts on various subjects.

The Commission also carried out 17 investigation trips, investigated 239 cases, and held 22 disciplinary committee meetings during which 124 cases were concluded. Arising out of the foregoing activities, the Commission dismissed six judicial officers, retired in public interest two judicial officers and directed the interdiction of four judicial officers. Twenty Suggestion/Complaints Boxes were fixed at various office premises across the country.

The third part of the report indicates that in the FY 2013/14, the Commission will continue to fill vacancies in the judiciary especially those occasioned by the recent mass promotions, 35 suggestion/complaints boxes will be installed, 24 court inspection trips and 24 investigation trips will be carried out. We also intend to hold 36 disciplinary committee meetings and 10 anti corruption town hall meetings.

The Commission will conduct 84 radio talk shows, 40 sub county workshops, print and disseminate 4000 copies of the Citizens Hand Book in various languages, translate the Citizens Hand Book in Lugbara and hold four performance management workshops for judicial officers.

The Commission has had a number of challenges as narrated in part four of this report. It is our hope that solutions will be found to the perennial challenges facing the Commission to allow it to perform better to the expectations of all stakeholders.

1.0 SECTION ONE

INTRODUCTION

1.1 Background

The JSC is an independent Agency of the State established under section 146 of the Constitution of the Republic of Uganda. It is a specialized appointing Commission enjoying broad oversight functions in relation to services delivered to the people by the Judiciary. The functions of the Commission are set out in Article 147 of the Constitution.

1.2 Vision Statement

An effective and efficient Judiciary in Uganda, contributing to the promotion of law and order.

1.3 Mission, Mandate and Functions

The Mission

To establish and maintain an independent and efficient machinery for administering justice for all in Uganda through recruiting, training and disciplining Judicial Officers; and promotion of public awareness and access to justice.

Mandate and Functions

To advise His Excellency the President in the exercise of his powers to appoint persons to hold or act in any of the specified offices below:

- The Chief Justice, the Deputy Chief Justice and the Principal Judge,
- The Justices of the Supreme Court, Justices of the Court of Appeal and the Judges of the High Court.
- The Chief Registrar and Registrars

In addition, subject to the provisions of the Constitution, to:

- Appoint, confirm and promote Judicial Officers into various magisterial positions.
- Review and make recommendations on the terms and conditions of service of Judges and Judicial Officers.
- Prepare and implement programmes for the education of, and for the dissemination of information to, Judicial Officers and the public about the law and administration of Justice in Uganda.

- Receive and process peoples' complaints and recommendations concerning the Judiciary and the administration of justice and generally to act as a link between the people and the Judiciary.
- Advise Government on improving the administration of justice and to perform any other functions prescribed by the Constitution or Parliament.

The Commission may carry out other functions that Parliament may prescribe under article 147 (1) (f). Parliament has already prescribed additional functions including those under the Land Act (revised 2004 and 2007) where the Judicial Service Commission is required to:

- Advise the Chief Justice on the appointment of Chairpersons and Members of the District Land Tribunals;
- To appoint Land Tribunal Members for each town, division and gazetted urban area and each sub-county; and
- Make recommendations to the Public Service Commission on the salaries and allowances for Members of Land Tribunals.

Under the Electricity Act 1999, (Section 94 and 112) the responsible Minister is required to consult the Commission in respect of the appointment of the Chairperson, Vice Chairperson and Registrar of the Electricity Disputes Tribunal.

The Uganda Communications Act 1997 bestows upon the Commission powers to recommend to the President persons for appointment as Chairperson and Members of the Uganda Communications Tribunal.

The Tax Appeals Tribunal Act requires the Minister responsible for Finance to consult with the Judicial Service Commission in appointing the Chairperson of the Tax Appeals Tribunal.

The Labour Disputes (Arbitration and Settlement) Act, 2006 under section 10 (2) provides for the Chief Judge and the Judge of the Industrial Court to be appointed by the President on the recommendation of the Judicial Service Commission.

The Public Procurement and Disposal of Public Assets Act as amended provides for the JSC Chairperson to be consulted by the Minister of Finance, Planning and Economic Development over the appointment the Chairperson of the Public Procurement and Disposal of Public Assets Appeal Tribunal.

1.4 Core Values

- **Independence:** Article 147 empowers the JSC to act independently without any direction or control of any person or authority. The Commission takes decisions that are free from external influences, inducements, pressures and threats.
- **Impartiality:** The JSC serves all persons without fear, favour, ill-will, or prejudice. It refrains itself from participating in actions or proceedings that compromise the confidence of the court users and stakeholders in the justice system.
- **Integrity:** The Commission provides services that are reflective of the best practices that adhere to high moral and ethical principles of the legal profession. Thus, the behaviour and conduct of the JSC staff exhibits and promotes high standards of confidentiality, judicial and personal integrity.
- **Propriety:** The JSC staffs conduct themselves in manners consistent with public offices and as such freely and willingly accept appropriate personal restrictions. The JSC also serves all persons with openness and promotes sincerity while dealing with them.
- **Equity:** The Commission ensures that all persons receive equal protection before the law. The JSC therefore, accords equal treatment to all persons without **discrimination based on color, race, ethnicity, religion, age, social or economic status, political opinion, or disability**.
- **Competence and Diligence:** The Commission prides itself in producing work outputs that are of high quality necessary for the proper and competent discharge of judicial duties. It strives to observe professional ethics and practices while carrying out its obligations and functions **in order to offer maximum satisfaction to concerned persons**.

1.5 Statement of Objectives

Overall objective

Ensuring that all persons in Uganda have access to improved Judicial Services through recruitment and disciplining of Judicial Officers, conducting Civic Education as well as investigating and effectively handling public complaints and suggestions in the judicial system.

Long Term Objectives

- Ensuring that justice is impartial, within people's means, and easy to access for all persons
- Strengthening the Judicial Integrity.
- Achieving a high level of motivation by advocating for better working conditions and career development for Judicial Officers.

Medium Term Objectives

- Ensuring that the terms and conditions of service for the Judicial Officers are commensurate with their status and are fair enough to attract and retain high caliber Judicial Officers.
- Professionalizing the Lower Bench by upgrading all the positions of Magistrate Grade II to Magistrate Grade I.
- Increasing public awareness and participation in the administration of justice.
- Ensuring strong discipline amongst judicial officials

Short Term Objectives

- Filling all vacant positions declared by the Judiciary with competent, ethically proven, disciplined officers;
- Interfacing with Judicial Officers to promote good governance;
- Establishing a coordinated public awareness programme to sensitize the public about the administration of justice and their fundamental human rights;
- Establishing an accessible public complaints mechanism through which the public can easily and cheaply channel their concerns and recommendations about the administration of justice;
- Researching into the delivery of services within the judiciary with the aim of improving the administration of justice.

1.6 Composition and Structure of the Commission

The Membership of the Commission is spelt out under Article 146 of the Constitution. It provides for a nine-member Commission. The Chairperson, Deputy Chairperson, and the members are appointed by the President with the approval of Parliament. The present Commission came into existence on 2nd February 2012.

These members take up the following offices;

- A full time Chairperson who is a person qualified to be appointed as a Justice of the Supreme Court;
- A Deputy Chairperson (part time) who is a person qualified to be appointed as a Justice of the Supreme Court;

- Six members (part time) whose respective nomination is directly linked to specified stakeholder institutions, that is, one member from the Public Service Commission, two Advocates nominated by the Uganda Law Society, one representative of the Judiciary, and two members of the Public (not lawyers) nominated by the President;
- The Attorney General is an ex-officio member of the Commission;

The Commission as at June 30, 2013:

- | | |
|------------------------------------|--------------------------------------|
| • Hon. Justice James Ogoola | Chairperson |
| • Hon. Justice Dr. Esther Kisaakye | Deputy Chairperson |
| • Hon. Peter Nyombi | Attorney-General (Ex-officio Member) |
| • Hon. Justice Bart M. Katureebe | Member |
| • Prof. Frederick E. Ssempebwa | Member |
| • Mr. Charles Okoth Owor | Member |
| • Mr. Henry K. M. Kyemba | Member |
| • Mrs. Grace Oburu | Member |

The term of office of the member representing the Public Service Commission expired in the course of the year leaving the Commission with eight members at the close of the year.



Members of the Commission



Hon. Justice James Ogoola
Chairperson



Hon. Justice Dr. Esther Kisaakye
Deputy Chairperson



Hon. Peter Nyombi
Ex-Officio



Hon. Justice Bart M Katureebe
Member



Prof. Frederick Ssempebwa
Member



Mr. Charles Okoth Owor
Member



Mrs. Grace Oburu
Member



Mr. Henry Kyemba
Member



Mr. Kagole E. Kivumbi
Secretary

1.7 The Judicial Service Commission Secretariat

The overall responsibility of the Secretariat is to facilitate the Commission in delivering its constitutional mandate. It is headed by a Secretary who is a Permanent Secretary. The Secretary is responsible for:

- Organization and operation of the Commission;
- Tendering advice to the Chairperson in respect of the business of the Commission;
- Implementing the policies of the Government of Uganda;
- Ensuring proper expenditure of public funds by or in connection with the Commission;
- Carrying out policy decisions of the Commission and the day-to-day administration and management of the affairs of the Commission and the control of all staff of the Commission.
- Arranging the business for the recording and keeping of minutes of all decisions and proceedings of the Commission and its meetings.
- Performing any other function assigned to him/her by the Commission

The Secretariat is composed of two Directorates namely: Education and Public Affairs (EPA) as well as Planning, Research and Inspectorate (PRI); and a department of Finance and Administration (F&A).

1.7.1 The Directorate of Education and Public Affairs (EPA):

EPA is headed by a Registrar and deputized by a Deputy Registrar. Other staff includes two Principal Legal Officers, one Information Officer, one Legal Clerk and support staff. However, presently, the position of Registrar is vacant after the appointment of the holder to post of Judge of the High Court. The Deputy Registrar has been assigned additional responsibilities on the Committee, on illegal evictions in the Ministry of Lands, Housing and Urban Development. There is now one Principal Legal Officer and no Legal Clerk in the Directorate.

The Directorate is responsible for: -

- Carrying out Civic Education
- Publishing Civic Education Materials on law and administration of justice i.e. books, brochures, news supplements, etc.
- Handling the public relations functions of the Commission
- Performing any other duties assigned by the Commission.

1.7.2 The Directorate of Planning, Research and Inspectorate (PRI)

Structurally, PRI is headed by a Registrar and is deputized by two Deputy Registrars. The other staff members include four Principal Legal Officers, four Legal Clerks and support staff. However, the positions of Registrar, one Deputy Registrar, one Principal Legal Officer and two legal Clerks are still

The Directorate performs the following functions:

- Receiving and Processing peoples' recommendations and investigating complaints concerning the Judiciary and the administration of justice
- Researching on the terms and conditions of service of Judges and other Judicial Officers including Chairpersons, Members and Registrars of Tribunals.
- Researching on and monitoring the administration of justice.
- Preparing proposals for the improvement in the administration of justice.
- Planning and coordinating programs of the Commission in liaison with other stakeholders in the Justice, Law and Order Sector.
- Performing any other duties assigned by the Secretary.

1.7.3 The Department of Finance and Administration (F&A)

The Department is headed by the Under Secretary who is responsible for the provision of all support services to the Commission. This department is charged with the responsibility of creating an enabling environment for the Commission activities to run smoothly and its general administration. Its functions are listed below:

- Secretariat to the Top Management meetings
- Maintaining an Inventory of Assets and Stores
- Planning and Budgeting for the Commission
- Human resource management
- Provision of utilities- water, electricity and communication services
- Processing the procurement of goods and services
- Providing adequate and habitable office space

1.8 Committees of the Commission

A number of committees are in place to perform tasks that address specific core business of the Commission. They include:-

- ***Top Management Committee***

The Chairperson of the Commission chairs this committee and the other members include all the departmental and section heads. The Committee sits quarterly to develop work plans and other policies for submission to the Commission for approval.

- ***The Disciplinary Committee***

This Committee is charged with hearing the disciplinary cases brought against errant Judicial Officers and accordingly recommending to the full Commission for the final action.

Complaints are investigated and deserving cases are forwarded to the Disciplinary Committee for trial. This committee sits at least twice a month.

The members are:

- | | | |
|------|------------------------------|-------------|
| i. | Prof. Frederick E. Ssempebwa | Chairperson |
| ii. | Mr. Charles Okoth Owor | Member |
| iii. | Mr. Henry K. M. Kyemba | Member |
| iv. | Mrs. Grace Oburu | Member |

- **Senior Management Committee**

This is chaired by the Secretary to the Commission. It consists of all Heads of Directorates, Departments and Sections, and sits once a month to deliberate on the implementation of the JSC work plan.

- **Legal Affairs Committee**

This is composed of all lawyers in the Commission and its function is to analyze and advise the Secretary on legal issues that arise during the performance of its mandate. It is chaired by the Registrar/PRI and the other members include the Registrar/EPA, all Deputies Registrars and Principal Legal Officers (PLOs) within the JSC.

- **Heads of Department Committee**

This Committee is chaired by the Secretary of the Commission and is composed of all the heads of departments. It sits every Monday to review the activities of the Commission on a weekly basis.

1.9 Staffing Changes

During the period under review, the Commission experienced a number staff changes regarding transfers and new appointments as highlighted in the tables below:

Table 1: Transfers to the Commission

Name	Title	Remarks
Mr. Aloysius Aisu	Senior Accountant	He was transferred from the Judiciary.
Ms. Deborah Mubene	Senior Accounts Assistant	She was transferred from the Ministry of Public Service.
Mr. Eriya Bulamu	Accounts Assistant	He was transferred from the Ministry of Public Service.
Mr. Kato Musamya	Driver	He was transferred from the Ministry of Public Service.
Mr. Morris Ojiambo	Driver	He was transferred from the Judiciary.

Table 2: Transfers from the Commission

Name	Title	Replacement	Remark
Ms. Immaculate Namaala	Senior Economist	Mr. Benson Byaruhanga	Ms. Namaala was transferred to the Judiciary.
Ms. Lucy Kiwumulo Sserunkuma	Personal Secretary	None	Ms. Kiwumulo was transferred to the Ministry of Justice and Constitutional Affairs.
Ms. Eunice Natukunda	Senior Accounts Assistant	Ms. Deborah Mubene	Ms. Natukunda was transferred to the Ministry of Justice and Constitutional Affairs.
Ms. Sarah Nagawa Salima	Stenographer Secretary	None	She was transferred to the Ministry of Agriculture, Animal Industry and Fisheries

Table 3: Officers who left the Service for other reasons

Name	Title	Replacement	Remark
Mr. Benson Byaruhanga	Senior Policy Analyst	None	Mr. Byaruhanga resigned to continue working with AGOA Secretariat.
Mr. Badru Zziwa	Accounts Assistant	Mr. Eriya Bulamu	Mr. Zziwa retired upon attainment of mandatory retirement age.
Ms. Angioletta Ayenyo	Senior Assistant Records Officer	None	Ms. Ayenyo retired upon attainment of mandatory retirement age.
Mr. James Ssali Mugerwa	Senior Office Supervisor	None	He retired upon attainment of mandatory retirement age.
Mr. Ssenono Sirajje	Office Attendant	None	He resigned to join Uganda Registration Services Bureau.
Mr. Davis Kato	Office Attendant	None	He was dismissed from service for gross misconduct.
Mr. Kironde Abdallah	Driver	Mr. Musamya Kato	He died while on official duties in Mbarara in 2012

Table 4: New staff in Financial Year (FY) 2012/13

Name	Title
Ms. Allen Rukundo Owembabazi	Principal Legal Officer
Mr. Benson Byaruhanga	Senior Policy Analyst
Ms. Sarah Alungo	Secretary
Mr. Godfrey Makhoka	Telephone Operator

Staffing Challenges

Low levels of staffing

A number of posts in the Commission have remained vacant for a long time. The posts of Registrar, Deputy Registrar and Principal Legal Officers have remained unfilled for over two years. This negatively impacts on the performance of the Commission. This scenario is partly due to the fact that it is not easy to attract lawyers from either the private sector or other Government departments given the different pay structures for the legal profession in the service.

1.10 JSC Budget Structure

In Financial Year 2012/2013, the JSC operated under four key Programmes with six contributing Outputs as outlined below:

- i. Programme 01 - Finance and Administration. It has two contributing outputs;
 - a) Recruitment of Judicial Officers
 - b) Administrative and Human Resource Support
- ii. Programme 02 - Education and Public Affairs. It has one contributing output;
 - a) Public awareness and Participation in Justice Administration.
- iii. Programme 03 - Planning, Research and Inspection. It has two contributing outputs;
 - a) Public Complaints System.
 - b) Research and Planning for Administration of Justice.
- iv. Programme 04 Internal Audit. It has one contributing output;
 - A) Production of Quarterly Audit Reports.

The bulk of these Outputs contribute towards the second Justice, Law and Order Sector Outcome of “enhancing access to JLOS services particularly for the vulnerable persons”.

SECTION TWO:

OVERVIEW OF PAST PERFORMANCE FOR FY 2012/2013

2.1 Financial and Physical Performance for FY 2012/13

The funds appropriated, released and spent for the FY 2012/2013 from both GoU and JLOS were as follows:-

Table 5: Funds Appropriated to JSC under GoU

Detail	Budget UGX ('000)	Release UGX ('000)	Amount Spent UGX ('000)
Non-wage Recurrent	1,514,691	1,514,691	1,514,691
Wage	749,000	548,873	537,187
Development (Capital activities) - Taxes	27,500	23,531	23,531
Total	2,291,191	2,087,095	2,075,409

Table 6: Appropriation of funds per output for FY 2012/2013 (GOU)

Output	Budget UGX'000	Percentage of Budget (%)	Spent ('000)
Recruitment of Judicial Officers	267,140	17.6	267,140
Administrative & Human Resource Support	533,791	35.2	533,791
Public awareness and Participation in Justice Administration	295,773	19.5	295,773
Public Complaints System	305,209	20.2	305,209
Research and Planning for Administration of Justice	97,178	6.4	97,178
Internal Audit	15,600	1.1	15,600
Total	1,514,691	100.0	1,514,691

From the above table, it can be seen that the biggest proportion of non wage recurrent funds is allocated to Administration and Human Resource Support and the least proportion to Internal Audit. All the funds were spent in the course of the financial year.

It is also important to note that JSC receives financial support through the JLOS SWAP arrangement. In FY 2012/2013, under this arrangement, JSC had an initial budget of UGX 823,432,000/=. However, in the fourth quarter there was a budget cut which made JSC to miss a total of Shs 120,316,000. The effect of the budget cut was that no interview sessions were conducted for the vacant posts of Chief Magistrate and Magistrate Grade One in the Courts of Judicature.

The funds that JSC received under this arrangement and how they were broadly applied are as detailed in the table below:

Table 7: Financial Performance for FY 2012/2013 per Programme (JLOS)

Output	Budget UGX (‘000)	Off-Budget Support (‘000)	Release (‘000)	Spent (‘000)
Recruitment of Judicial Officers	87,000	-	87,000	87,000
Administrative & Human Resource Support	31,000	2,175	28,175	28,175
Public awareness and Participation in Justice Administration	491,000	-	375,684	375,548
Case backlog clearing	154,432	-	154,432	154,565
Capital Development (Public Complaints System)	60,000	-	60,000	60,000
Total	823,432	2,175	705,291	705,288

The table above reveals that under JLOS, a greater percentage of the funds were budgeted for the programme of Public awareness and Participation in Justice Administration followed by the Public Complaints System especially clearing of disciplinary cases that continued to accumulate with the increasing public awareness of the Commission's complaints handling mechanism. The least budget allocation was for Administrative and Human Resource Support. This is due to the fact that the SWAP funds cater for development activities and not activities related to administration.

2.2 Snapshot of Medium Term Budget Allocations

The table below summarizes the Medium Term Budget allocations for the Judicial Service Commission. These figures exclude JLOS projections.

Table 8: MTEF Projections

		2013/14 Approved budget	MTEF Budget projections		
			2014/15	2015/16	2016/17
Recurrent Budget	Wage	0.750	0.865	0.935	0.987
	Non wage	1.443	1.544	1.618	1.698
Development Budget	GOU	0.0027	0.030	0.033	0.041
	Donor	0.000	0.000	0.000	0.000
GOU Total		2.250	2.439	2.585	2.726
Arrears and Taxes	Taxes	0.043	N/A	N/A	N/A
	Arrears	0.000	N/A	N/A	N/A
TOTAL BUDGET		2.263	2.439	2.585	2.726

Table 9: Projected Budget Allocations per Output for the FY 2013/2014 (GOU)

Output	Budget (000)	Percentages (%)
Recruitment of Judicial Officers	267,140	18.16
Administrative & Human Resource Support	502,126	34.14
Public awareness and Participation in Justice Administration	271,805	18.48
Public Complaints System	288,999	19.66
Research and Planning for Administration of Justice	97,178	6.61
Internal Audit	15,600	1.06
Development	27,797	1.89
Total	1,470,645	100.00

From the table above the highest proportion of funds for the FY 2013/2014 is to be allocated to Administration and Human Resource Support and the least funds are to go to Internal Audit. Internal Audit is a small output area in the budget and it has only one staff member at the moment. This explains its least budgetary allocation since there was a reduction in the over-all non-wage allocation.

Table 10: Projected Budget Allocations per Output for the FY 2013/2014 (JLOS)

Output	Budget ('000)	Percentages (%)
Recruitment of Judicial Officers	87,000	7.8
Administrative & Human Resource Support	80,000	7.2
Public awareness and Participation in Justice Administration	470,600	42.2
Public Complaints System	452,010	40.5
Anti-Corruption	25,920	2.3
Total	1,115,530	100

In FY 2013/2014, it is envisaged that JSC will receive Shs. 1,115,530,000 UGX from the JLOS SWAP arrangement. Of this, approximately 42% will go to public awareness programmes while 41% will go to the public complaints system, 8% will go to recruitment of judicial officers, 7% will go to automation of records management system and 2% will go to the anti corruption effort.

2.3 Major achievements for the Judicial Service Commission (JSC) during the Financial Year (FY) 2012/13

2.3.1 Recruitment of Judicial Officers (Judges, Registrars and Magistrates)

JSC has a core mandate of initiating the appointment of Judges and Registrars. It appoints Chief Magistrates and other Judicial Officers into various magisterial positions. The Commission ran seven job advertisements, held 10 short listing sessions and 10 interview sessions. As a result of these, recommendations were made to the Appointing Authority for the appointment of one Deputy Chief Justice, five Justices of the Supreme Court, eight Justices of Appeal and 17 Judges of the High Court. The Commission also appointed 11 Grade One Magistrates and confirmed in appointment seven Judicial Officers.

Arising out of the recommendations made to the Appointing Authority, twenty eight Judges were appointed to the Supreme Court, Court of Appeal and High Court. This development was unprecedented in the history of the country. The table below shows the Judges who were appointed to the various courts.

Table 11: List of Appointed Judges

No.	Name	Court
1.	Hon. Justice Amos Twinomujuni	Supreme Court
2.	Hon. Justice Arach Amoko	Supreme Court
3.	Hon. Justice Solome Bbosa	Court of Appeal
4.	Hon. Justice Richard Butera	Court of Appeal
5.	Hon. Justice Kiryabwire	Court of Appeal
6.	Hon. Justice Opio Aweri	Court of Appeal
7.	Hon. Justice Egonda Ntende	Court of Appeal
8.	Hon. Justice Faith Mwendha	Court of Appeal
9.	Hon. Justice Eldard Mwangusya	Court of Appeal
10.	Hon. Justice Lillian Tibatemwa Ekirikubinza	Court of Appeal
11.	Hon. Justice Kenneth Kakuru	Court of Appeal
12.	Hon. Justice Henry Peter Adonyo	High Court
13.	Hon. Justice Margaret Tibulya	High Court
14.	Hon. Justice Elizabeth Jane Alividza	High Court
15.	Hon. Justice Godfrey Namundi	High Court
16.	Hon. Justice Henrietta Wolayo	High Court
17.	Hon. Justice John Eudes Keitirima	High Court
18.	Hon. Justice David N. Batema	High Court
19.	Hon. Justice Kaweesa Isabirye	High Court
20.	Hon. Justice Elizabeth Kibula Kabanda	High Court
21.	Hon. Justice Damalie Nantudde Lwanga	High Court
22.	Hon. Justice Lydia Mugambe	High Court
23.	Hon. Justice Duncan Gaswaga	High Court
24.	Hon. Justice Vincent Okwanga	High Court
25.	Hon. Justice Alexandra Rugandya Nkonge	High Court
26.	Hon. Justice Dr. Winifred Nabisinde	High Court
27.	Hon. Justice Eva Luswata Kawuma	High Court
28.	Hon. Justice Michael Elubu	High Court

We were able to achieve these within the time frame we had set for ourselves at the beginning of the reporting period. We were therefore able to recommend to the Appointing Authority persons to be appointed to the higher bench within four months of receiving declaration of vacancies by the Judiciary. We were also able to appoint judicial officers to the lower bench within three months of receiving declaration of vacancies by the Judiciary. **These are no mean achievements; given the tedious and thorough procedures we follow to determine the suitability of persons to sit on the higher bench in particular and the whole judicial system generally.** The deserved credit goes to Commissioners, who despite their part time status and poor remuneration, worked with patriotic commitment to deliver beyond expectations. The role of the Secretariat Staff in this unprecedented achievement cannot be overlooked.

2.3.2 Civic Education

The JSC is mandated to prepare and implement programmes for education and dissemination of information to judicial officers and the public about the law and administration of justice in Uganda. In this regard, 36 radio talk shows were held in Soroti, Lira, Gulu, Mbale, Moyo, Arua, Nebbi, Mityana, Mubende, Kanungu, Koboko, Kabale, Masaka, Kampala, Masindi, Jinja, Fort Portal, Kibaale and Rukungiri. Further still, spot messages were produced and run on different local radio stations in Kampala, Mityana, Mbale, Lira, Fort Portal and Mbarara. These talk shows and spot messages were aimed at creation of awareness among the masses on issues relating to administration of justice.

The Commission also held three press briefings during which it passed out information on the progress of implementation of its mandate.

The Commission printed various Information, Education and Communication (IEC) materials to promote public awareness and increase utilization of judicial services. In this regard, we printed and disseminated 763 copies of Citizens Handbook in Ateso, 1991 copies in English, 466 copies in Luganda. The process to translate the Citizens Handbook in Kiswahili was also completed. We now plan to print and disseminate the Kiswahili version to the appropriate section of the population. In addition to the above, the Commission also printed 19,000 copies of brochures and charts on Land Law, Succession Law, and Dispute Resolution.

The Commission organized a number of sensitization workshops for its clientele. Four sub county workshops for local leaders were held in Nangabo, Wakiso, Kiira and Makindye. Three performance management workshops for judicial officers were held in Kampala, Jinja and Mbale. Another workshop on performance management targeting Registrars and Chief Magistrates in the Kampala area was held.

Additionally four prison inmate workshops were held in Soroti, Lira, Arua and Mubende Government Prisons. The Commission did not relent in its pursuit to have a resource centre which is a model of excellence for reference for legal professionals. The Commission subscribed to, and had an e Law library installed at the resource centre. The resource centre was supplied with several highly sought after reference books in the legal profession.

2.3.3 Public Complaints System

In regard to the mandate of receiving and processing peoples' complaints, the Commission carried out 17 complaints investigation exercises in Tororo, Nagongera, Busia, Iganga, Kamuli, Mayuge, Lyantode, Lwengo, Rakai, Kapchorwa, Bukwo, Sironko, Soroti, Kaberamaido and Bukedea. During these exercises, a total of 239 cases were investigated and presented before the Disciplinary Committee.

The Disciplinary Committee held 22 meetings to consider complaints raised against judicial officers. During these meetings 124 cases were concluded and presented before the full Commission. The Judicial Service Commission took action, including but not limited to removal of some errant Judicial Officers. Please see table below.

Table 12: List of Judicial Officers Dismissed

No.	Name	Designation	Reason(s) for Dismissal
1.	Omodo Nyanga Joseph	Chief Magistrate	<ul style="list-style-type: none">• Laziness• Conversion of execution funds to personal use• Delay to deliver judgement
2.	Maruk Joshua	Chief Magistrate	<ul style="list-style-type: none">• Laziness• Delay to deliver judgement
3.	Gerald Magellan Sekagya	Magistrate Grade I	<ul style="list-style-type: none">• Soliciting and receiving a bribe
4.	Okitwi Odutu J.N.C	Magistrate Grade I	<ul style="list-style-type: none">• Soliciting and receiving a bribe
5.	Cheptuke Kaaye David	Magistrate Grade I	<ul style="list-style-type: none">• Soliciting and receiving a bribe
6.	Chota Jane	Magistrate Grade II	<ul style="list-style-type: none">• Abscondment from duty• Failure to issue receipts for bail money

Table 13: List of Judicial officers Retired in Public Interest

No.	Name	Designation	Reasons for retirement
1.	Ocom George William	Magistrate Grade II	<ul style="list-style-type: none"> • Drunkardness • Laziness • Absenteeism
2.	Gaston Kamugisha	Magistrate Grade II	<ul style="list-style-type: none"> • Delay to issue warrant of vacant possession

The Commission also directed the interdiction of one Chief Magistrate, one Senior Magistrate and two Magistrates Grade Two.

The installation of complaints/suggestion boxes continued with five trips being undertaken to Tororo, Busia, Kapchorwa, Bukwo, Sironko, Amuria, Kaberamaido, Iganga, Mayuge, Bundibugyo, Ntoroko, Nakaseke, Luweero, Nakasongola, Mukono and Kayunga Districts. During the trips, 20 suggestions/complaints boxes were installed. These boxes act as a communication link between the general public and JSC. In a bid to promote the use of these boxes, one sensitization meeting on the use of suggestion/complaints boxes was held in Mpigi District where boxes had earlier been installed.

The Commission concluded the process to automate its public complaints database. It is now very easy to retrieve files and monitor progress on individual cases submitted to the Commission.

The Commission carried out 19 Court Inspections and Complaint collection trips in Mbale, Pallisa, Budaka, Masaka, Sembabule, Rakai, Mubende, Kyenjojo, Fort Portal, Jinja, Mayuge, Mukono, Nabweru, Kapchorwa, Soroti, and Nakawa.

2.3.4 Research and Planning for Administration of Justice

In the area of research, two focus group discussions were held in Nabweru and Matugga. We were able to gauge the very low level of awareness of the Commission and its functions in general as well as the public complaints system in particular.

2.3.5 Impact Assessment, Monitoring, Evaluation of activities performance

In order to assess the impact of the various activities JSC is mandated to undertake, the Commission carried out Impact Assessment trips and Monitoring and Evaluation exercises. The exercises were carried out in Mityana, Mubende, Pallisa, Budaka, Sironko, Bulambuli, Lwengo, Lyantonde, Masaka, Kalungu, Kiboga, Hoima, Kayunga, Mukono, Apac, Oyam, Kole, Lira, Alebtong, Dokolo, Nakasongola,

Mayuge, Kamuli, Namutumba, Butaleja, Ngora, Bukedea and Kumi Districts. These exercises revealed among other things the following;

- Delays in delivering judgments
- Chronic absenteeism and non-attendance to civil cases.
- An increment in the levels of public awareness reflected by the rise in the number of reported complaints and use of suggestion boxes.
- On the other hand, the Magistrates considered civic education as one of the poorly engaged in roles of the Judicial Service Commission. The presence of JSC is poorly felt in the communities. This is evidenced by lack of knowledge exhibited by litigants as regards court procedures.
- It was also noted that the investigation and inspection activities have been key to the visibility of JSC in the field. It was however observed that despite the investigations and inspections, there is little or no feedback from JSC regarding the outcome of these activities.

2.3.6 Administrative and Human Resource Support

In order for the above key activities to take place, various administrative and human resource support elements were done. The following was achieved:

- 12 routine Commission meetings were facilitated.
- The Clients Charter was printed and launched by the Commission. This document is a social contract by JSC explaining the services it offers to its clients.
- The HIV/AIDS workplace policy was launched by the Commission and printed. This policy is intended to guide the Commission in its efforts of mainstreaming HIV/AIDS activities.
- Three members of staff were facilitated to attend professional training abroad
- 700 copies of the Annual Report 2011/12 were printed and disseminated.
- The JSC restructuring exercise was concluded and the final report from the Ministry of Public Service is expected in due course.
- Administrative support was provided in terms of timely payment of salaries, provision of staff welfare, payment for JSC internet services, hosting JSC website, computers were serviced, newspapers were bought, cleaning and garbage collection services were undertaken, corporate wear was delivered to staff and JSC website domain was renewed.
- The work plan and budget for Financial Year 2013/2014 was made and underwent the normal approval process.
- Records at the Commission registry were sorted out and the old ones were archived pending destruction as permitted by law.

2.3.7 Internal Audit

In the Financial Year 2012/2013, the Internal Audit Unit was able to produce four quarterly reports on the physical and financial performance of the Commission highlighting areas where improvements needed to be done. The Internal Audit Unit was also able to carry out field trips to make on spot assessments of the Commission activities. These were carried out in Nakaseke, Luweero, Nakasongola, Kamuli, Mayuge, Namutumba and Butaleja Districts.

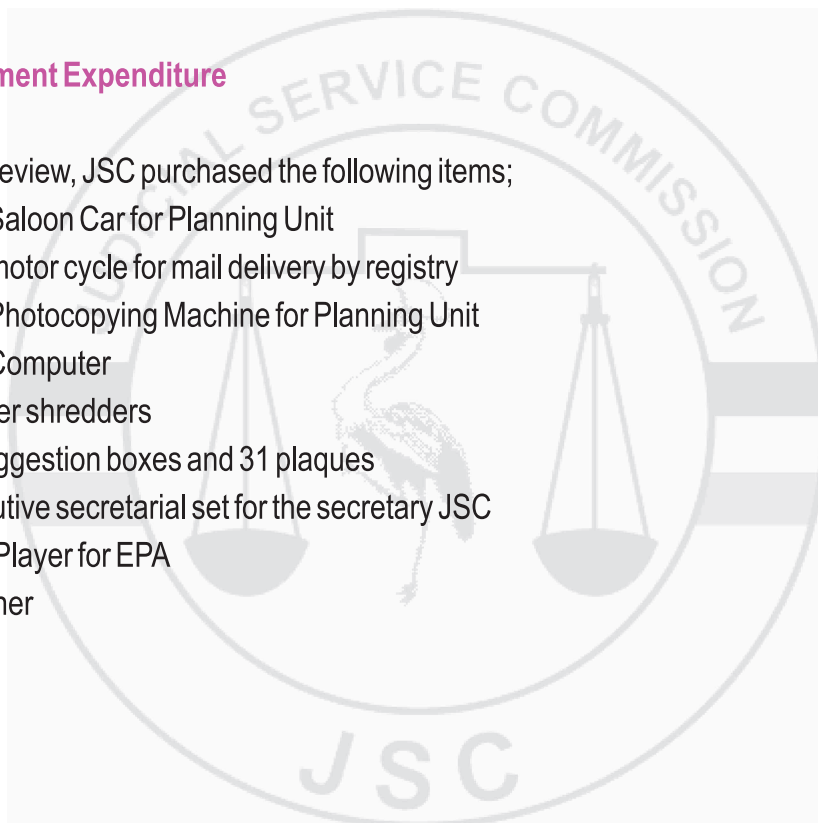
The Internal Audit Reports help the Commission to streamline its procedures and processes regarding but not limited to vehicle maintenance, assets management, accountability for advances, management of the salary account, accountability for taxes (withholding tax, Pay As You Earn and Local Service Tax) as well as facilitation of retiring officers.

We are fully convinced that the Internal Audit Unit has added value to services we deliver and the support services that make the performance of our core functions possible.

2.3.8 Development Expenditure

In the year under review, JSC purchased the following items;

- One Saloon Car for Planning Unit
- One motor cycle for mail delivery by registry
- One Photocopying Machine for Planning Unit
- One Computer
- 2 paper shredders
- 20 suggestion boxes and 31 plaques
- Executive secretarial set for the secretary JSC
- DVD Player for EPA
- Scanner



3.0 SECTION THREE

MAJOR PLANNED ACTIVITIES FOR FINANCIAL YEAR (FY) 2013/14

The JSC plans to continue executing its mandate of recruiting and disciplining Judicial Officers as well as carrying out civic education.

Specifically, the following are the planned activities for FY 2013/2014

The Recurrent Activities for FY 2013/2014 have been categorized under six key Outputs namely:

3.1 Recruitment of Judicial Officers

The Commission plans to recruit at least 75% of judicial officers within a period of three months and make 80% of confirmations of judicial officers depending on the submission forwarded by the Judiciary. For the industrial court, the commission plans to submit recommendations to the Appointing Authority for the appointment of the Chief Judge and Judge within four months after receiving a complete submission from the Ministry of Gender, Labour and Social Development. In order to accomplish this, the Commission will run four job advertisements in the national media, hold 12 short listing sessions, 36 interview sessions and 4 confirmations sessions.

The estimated case backlog at the moment is approximately 40,046 cases across the four areas of Land, Family, Criminal and Commercial Justice, (National Development Plan, 2010/11 2014/15). This backlog has increased over the last year due to absence of Justices at both the Constitutional Court and the Supreme Court. The major cause of the backlog therefore, is understaffing within the judiciary. As pointed out in the NDP, while the staffing level is 295 Judicial Officers, the optimum staff requirement is estimated at 500. To this, the NDP calls for replacement of the retired judges and those on Commissions, and increase the number of Grade One Magistrates under the professionalization of the Bench programmes.

The option of giving contract appointment to retired Judges has been adopted to help maximize the use of scarce human resources in the sector. In conclusion, if the staffing position within the Judiciary is improved through recruitment or otherwise, the capacity gap will be addressed to counter the delays in case disposal in the justice system.

3.2 Public Complaints System

JSC will procure 35 suggestion/complaints boxes and plaques for installation in the recently created districts up to sub county level. Sensitization seminars at District level on matters related to public complaints will be undertaken. This move is aimed at improving the efficiency of the Suggestion boxes since it was noted that many of the complaints are not judiciary related.

The Commission will investigate 50% of registered public complaints and dispose of 75% of the investigated disciplinary cases. This will be achieved through undertaking 24 trips for complaints investigation, each of which will cover a number of magisterial areas. The areas to be covered include; Kapchorwa, Pallisa, Mbale, Iganga, Kabale, Mbarara, Masaka, Ntungamo, Jinja, Tororo, Mukono, Bushenyi, Sheema, Rukungiri, Kanungu, Kasese, Kabarole, Kamwenge, Kyenjojo, Kibaale, Mubende, Mityana and Kampala. The areas that will be covered are; Gulu, Luweero, Kiryandongo, Wakiso, Lira, Apac, Alebtong, Amolatar, Otuke, Soroti, Kaberamaido, Katakwi, Kumi, Mpigi, Sembabule, Rakai, Hoima, Kiboga, Wakiso, Kiira, Kitgum and Pader.

The Commission will facilitate 36 disciplinary committee meetings to consider investigated cases and have them resolved. It has to be noted that due to increased civic education through radio talk shows and workshops, the level of public awareness has risen leading to increased use of the public complaints system. This has resulted in the rate of lodging complaints with the Commission rising as well. The number of unresolved complaints at the Commission has shot up in the last few months. The Commission therefore plans to hold a retreat in Fort Portal to allow the Disciplinary Committee to address this problem.

The Commission will also conduct court inspections in the following magisterial areas; Moroto, Soroti, Kotido, Jinja, Iganga, Mukono, Hoima, Masindi, Nakasongola, Rukungiri, Kabale and Kabarole. The inspections are aimed to assess the state of infrastructure and equipment, staffing, performance management, records management and general court management issues.

3.3 Public Awareness and Participation in Administration of Justice

The Commission will conduct public awareness campaigns on matters concerning the administration of justice through 84 radio talk shows in the following towns around the country; Ntoroko, Kanungu, Kamuli, Mbarara, Zombo, Kamwenge, Bushenyi, Kasese, Kitgum, Kisoro, Gulu, Budaka, Moyo, Lira, Kibaale, Tororo, Kabale, Masaka, Fort Portal, Mityana and Mbarara. The other talk shows will be held in Kiboga, Masindi, Apac, Kasese, Ibanda, Sembabule, Kotido, Moroto, Kapchorwa, Mbale, Pader, Adjumani, Koboko, Arua, Nakaseke, Naksongola, Kyenjojo, Mubende, Hoima, Iganga, Jinja, Kibaale, Kabale, Nebbi, Kayunga, Kumi, Soroti and Bugiri. The talk shows are to address succession law, mob justice, witchcraft and domestic violence among other topical justice related issues. Spot messages will be produced and run on selected radios stations countrywide.

The Commission will hold 40 sub county workshops in the districts of Mitooma, Kole, Oyam, Kalungu and Luuka. The workshops are meant to sensitize the local opinion leaders in the hope that they will be able pass on the information to the grassroots and thereby influence the justice seeking behavior of the public.

The Commission plans to print and disseminate 4,000 copies of the Citizens Handbook in English, Luganda, Ateso, Nga'Karimojong, Runyakitara, Luo and Kiswahili. We also plan to translate the Citizens Handbook in Lugbara.

The activity of assessing the impact of JSC will continue and this will be done through undertaking two trips for assessing impact of the awareness creation campaigns.

Four JSC-Judiciary fora with judicial officers on performance management, discipline and general good management practices will be held in Masaka, Mbarara, Soroti and Arua Magisterial Areas.

3.4 Research and Planning for Administration of Justice

The Commission will undertake quarterly field survey on access to justice. This activity will involve focus group discussions in the four traditional regions of Uganda.

The Commission will engage the public, advocates, judicial officers and JLOS stakeholders in meetings regarding perceived corruption in the Judiciary. The Commission will hold 10 town hall meetings (barazas) in the districts of Masaka, Rakai, Jinja, Kamuli, Hoima, Kiboga, Lyantonde, Mbarara, Nebbi and Oyam.

Subscriptions will also be made to professional law bodies. This is aimed at keeping the lawyers at the Commission professionally up to date through Continuing Professional Development programmes often organized by these bodies.

3.5 Administrative and Human Resource Support

The routine monthly Commission meetings will continue to be facilitated to handle policy matters pertaining to the day to day running of the Commission.

Administrative support services will continue to be provided in terms of timely payment of salaries, provision of welfare, facilitating Commission meetings, payment JSC internet services, hosting JSC website, printing and dissemination of 500 copies of Annual Report, hosting of the JSC website, servicing of computers, procurement of staff uniforms and corporate wear, undertaking cleaning services, collection of garbage, fumigation of offices and subscription to 3 professional bodies (AAPAM, ESAAG, and AAPComs).

The Commission will continue to prepare and submit, to the relevant bodies, quarterly reports of its financial and physical performance as expected. This however can only be achieved when the Integrated Finance Management System is working well. We therefore undertake to keep the IFMS equipment and software in the best operating state to ensure timely reporting.

We also intend to have the Policy Planning Unit working at full capacity as it is at the centre of day to day operations of the Commission. This will also enable us to develop the budget and work plan for Financial Year 2014/2015 within the required time frame and without much hustle. The submission for the preparation of the Ministerial Policy Statement for 2014/15 will be timely. We also expect, as a result of streamlining this unit, to have our outputs and achievements accurately captured in the Government Semi Annual Performance Report and the Government Annual Performance Report.

The implementation of the HIV/AIDS workplace policy will continue. This aims at achieving the long term goals of the HIV/AIDS fight, namely:

- Zero new infections;
- Zero Stigma; and
- Zero HIV/AIDS related deaths.

However in the short run we hope to achieve increased awareness, voluntary testing by all staff and easy access to Anti Retroviral Therapy by staff members who need it.

We are determined to provide accessible, timely and reliable services to all our clients. We shall do this by ensuring that service standards set out in the **Judicial Service Commission Client Charter** are adhered to.

We plan to conduct 15 monitoring and evaluation exercises to ensure that planned activities are conducted as scheduled and make proposals for improvement where need be.

Two staff members will be facilitated travel abroad to attend conferences for professional bodies, while five staff will be sponsored for local training. The new recruited JSC staff will be inducted into the Commission.

Due to the increasing volume of work being handled by the Commission, large volumes of records are being produced on a daily basis. We therefore plan to ease the process of retrieval of information by automation of our records management system. This year we will begin with establishment of an automated database on all judicial officers serving in the Uganda Judiciary. This process will then be extended to all our management records. We envisage a fully automated registry, and possibly archive in the next couple of years.

3.6 Production of Quarterly Audit Reports

The Internal Audit Unit will produce quarterly audit reports for both Government of Uganda Funds and JLOS Funds. This will provide guidance to management to ensure compliance with the laws,

regulations, rules and industry good practices in areas of financial management, procurement management, human resource management, fleet management, assets management, utilities management and all other relevant areas.

The production of quarterly audit reports will also involve traveling to the field where most of the activities of the Commission are carried out.

3.7 Development (Capital Purchase)

The Commission will purchase the following capital items

- One Station Wagon vehicle for PRI Directorate
- 35 suggestion boxes and plaques
- Two computers
- Three file cabinets
- Four office carpets



4.0 SECTION FOUR

OPERATIONAL CHALLENGES

4.1 Challenges

The Judicial Service Commission has an indisputably wide mandate compared with the other Service Commissions. The appointing mandate is not as wide as for other commissions given that we service a work force of less than a five hundred officers. However, the Constitution bestows other functions on the Commission which makes it unique and unwieldy. Whereas the other Commissions strictly act on submissions by responsible officers, JSC may act based on a private citizen's submission. This involves establishing the veracity of such submissions, and giving the judicial officers full opportunity to be heard.

The Constitution also mandates us to educate judicial officers and the public on matters of the law and administration of justice. This is surely a very broad area which keeps us on our toes throughout the year.

The unique and broad nature of our mandate underpins the challenges we have had and continue to face in our day to day operations. These challenges are as elaborated below:

- i. It is only the Chairperson of the Commission who is full time; all other members are part timers. The part time status of the Commission members undermines its ability to address emergency demands connected to the Commission's mandate. This means that the Commission cannot sit as frequently as it would be required to deal with important matters. It is for the same reason that the Disciplinary Committee responsible for handling complaints against the judicial officers is only able to sit twice a month to dispose of cases, yet complaints keep coming in on a daily basis. This negatively impacts on the operations of the Commission whose quorum is six out of the nine members. The resultant effect is the creation of disciplinary case backlog in JSC. It is ironical that JSC that is expected to discipline judicial officers who delay to conclude cases, is itself afflicted with the same malady it is supposed to cure.
- ii. The Public Complaints System and the Public Awareness campaigns require JSC officers to traverse the country creating awareness, collecting people's complaints and suggestions regarding the administration of justice in Uganda. However, the freeze on acquisition of vehicles has greatly affected these crucial field activities. JSC therefore faces a challenge of going to field to carry out civic education and pick complaints deposited in the suggestions boxes installed at district headquarters, municipalities, town councils and sub counties. The few vehicles we have are very old and some are past their boarding off dates. These vehicles can no longer make long journeys without the risk of officers getting stranded in the wilderness due to breakdown. This explains why our officers rarely visit out flung areas of the country and areas with notoriously difficult terrain like Bukwo, Ntoroko and Karamoja.

- iii. JSC is faced with a challenge of limited levels of funds for its operations. In the Financial Year 2012/13, there was a reduction of about Shs 44 million from the previous years' budget. The fourth quarter release from JLOS was not received leaving many activities unaccomplished. This is compounded by the fact that JSC continues to receive more complaints against judicial officers that need to be investigated. The growth in population and the increasing number of local government units call for intensification of civic education activities, but this is not possible with perennial financial constraints.

The Commission's mandate of research is virtually not being undertaken. The Commissioners need funds to carry out comparative studies in and beyond the region on the remuneration and terms of judicial officers if Uganda is to improve access to justice to all.

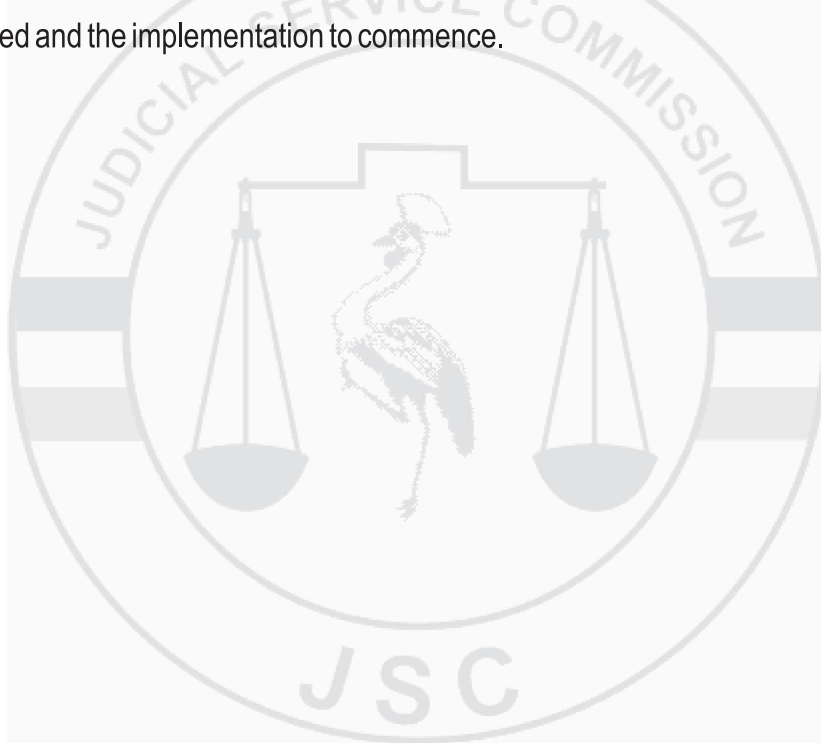
The Commission is faced with a challenge of hugely unfunded training and Civic education activities on law and administration of justice. Yet it has been observed that the above are the most effective means of delivering education to the masses. The little funding has been used by JSC in covering only 20 sub-counties per year against over 1,600 sub-counties. This thinly spreads the impact of the civic education activities leaving a very large percentage of the population largely ignorant of issues that relate to justice.

- iv. The Commission has suffered a long standing shortage of staff in the technical departments. Despite numerous advertisements being run, we have failed to attract appropriately experienced legal professionals into the Commission. This has resulted in key positions of Registrar, Deputy Registrar and Principal Legal Officer remaining vacant. The inability to attract the required human resources is attributable to a number of factors key among which are:

- a. Unfavourable pay package for legal professional at the Commission vis a vis those in other government agencies. This discrepancy arises from the fact that the salaries for legal professionals in the Judiciary are not taxed while those at the Commission are taxed. In other government agencies that employ legal professionals such as Uganda Law Reform Commission, Uganda Human Rights Commission, Inspectorate of Government their pay packages are much better on the account of being self accounting and thus able to determine staff salaries in house.
- b. The structure of the Commission is 'hanging' in that there are no vacancies for fresh graduates. The lowest legal professional is a Legal Clerk, whose qualification is a Diploma in Law; and the next post is Principal Legal Officer who is a graduate with at least nine years experience, three of which must be attained at the level of Senior Legal officer or its equivalent. This structure does not allow us to get young professionals who can then be nurtured into higher positions.

4.2 Recommendations to Address the Challenges

- i. The status of the Commission members should be revisited with a view to make the Commission, or some members thereof, full time. This may call for amendments to the Constitution as well as the Judicial Service Commission Act.
- ii. The financial plight of the Commission should be given the attention it deserves given that JSC services an entire arm of government. This can be resolved by granting the Commission self accounting status which will allow it to assume and play its rightful role in the service of the nation. This again will require some amendments to the Constitution. Indeed, it is our belief that granting self accounting status to the Commission would be a key development that would open the way to solve all the major challenges enumerated above.
- iii. The problem of attracting staff can be handled by introduction of a new structure for the Commission which allows it to employ less experienced professionals who can then grow in service. In fact, the process of restructuring was started by the Ministry of Public Service about two years ago and most of the work has been done, including getting our recommendations for a new structure. What now remains is for the restructuring report to be adopted and the implementation to commence.

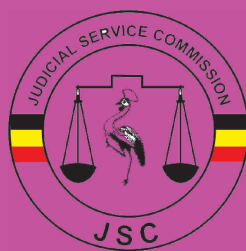


Annex 1: JSC staff list as at 30 June 2013

S/N	NAMES	DESIGNATION
1	Hon. Justice James Ogoola	Chairperson
2	Kagole E. Kivumbi	Permanent Secretary
3	Olaunah Emmanuel	Under Secretary, Finance and Administration
4	Elubu Michael	Registrar (EPA)
5	Mwebembezi Julius	Deputy Registrar (PRI)
6	Sekagya Ronald	Deputy Registrar (EPA)
7	Mungoma Nelson	Principal Personnel Officer
8	Ssalaamu G.Ngobi	Principal Legal Officer
9	Semyano Faridah	Principal Legal Officer
10	Kaali Samuel	Principal Legal Officer
11	Allen Rukundo Owembabazi	Principal Legal Officer
12	Otulu Daniel Nickie	Principal Assistant Secretary
13	Ongom Jacqueline Sandra	Senior Personnel Officer
14	Musamali William	Senior Personnel Officer
15	Nassanga Mariam	Senior Records Officer
16	Aisu Aloysius	Senior Accountant
17	Lukomu Siraje	Accountant
18	Kawooya Jaffer	Internal Auditor
19	Nabulime Aminah	Procurement Officer
20	Nabulya Maria Teresa	Public Relations Officer / Information Officer
21	Kuriigamba Geoffrey	Information Technology Officer
22	Bithum Micheal	Assistant Procurement Officer
23	Musinguzi Patrick	Legal Clerk
24	Kamaranzi Evelyn	Legal Clerk
25	Kiwanuka James	Senior Assistant Records Officer
26	Kiizah Pastor	Office Supervisor
27	Nanfuka Reges	Assistant Records Officer
28	Deborah Mubene	Senior Accounts Assistant
29	Nakato Annet	Records Assistant

S/N	NAMES	DESIGNATION
30	Higaya Abdallah	Records Assistant
31	Eriya Bulamu	Accounts Assistant
32	Namubiru Jessica	Personal Secretary
33	Latigo Laker M.S	Personal Secretary
34	Kisubi Christine	Personal Secretary
35	Nabukalu Shidah	Pool Stenographer
36	Ayorekeire Allen	Office Typist
37	Nakubulwa Mary	Office Typist
38	Ssejjoba Getrude M	Office Typist
39	Alungo Sarah	Office Typist
40	Atuhura Miriam	Office Typist
41	Oboot Rosemary	Office Typist
42	Bukirwa Cissy L	Office Attendant
43	Mpangire Jackson	Office Attendant
44	Nsereko Christopher	Office Attendant
45	Nakajiri Rachael	Office Attendant
46	Kimono Rebecca	Office Attendant
47	Ginyera Fred	Office Attendant
48	Najjuma Joweria	Office Attendant
49	Mawanda Martin***	Office Attendant
50	Godfrey Makhoka	Telephone Operator
51	Banaziza W.	Driver
52	Mwine Tom	Driver
53	Kalibwani.M.Bob	Driver
54	Egesa James	Driver
55	Kisitu George W.	Driver
56	Kato Musamya	Driver
57	Ojiambo Morris	Driver

*** Mawanda Martin was, as of 30th June 2013, on interdiction for making false statements.



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