



THE REPUBLIC OF UGANDA



JUDICIAL SERVICE COMMISSION

Annual Report 2013/2014



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2013/2014

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LIST OF ABBREVIATIONS AND 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 Generals
FA	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
PHRO	Principal Human Resource Officer
PLO	Principal Legal Officer
PPU	Policy Planning Unit
PRI	Planning, Research and Inspectorate
SHRO	Senior Human Resource Officer
SARO	Senior Assistant Records Officer
IGG	Inspectorate of Government

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FOREWORD

Another Year. Another Report. Another Opportunity. For the Commission, the opportunity to showcase its operations, its achievements, and its challenges. For you, the reader of this Report, your opportunity is to take a peek at the work of your Judicial Service Commission to take stock of the “highs” of your Commission at one end, and of the “lows” at the opposite end; and everything else in between.

From the Commission’s point of view, the “highs” for this Year must include the continued massive recruitment of judicial officers of all ranks for the Country. During the year under review, the Commission made recommendations leading to the appointment of 4 Ag. Justices of the Supreme Court; 4 Judges of the High Court; 1 substantive Chief Registrar of the Courts of Judicature (after a hiatus of 4 years, when the Country had no substantive Chief Registrar); 2 Registrars; 10 Deputy Registrars; 2 Assistant Registrars; 1 Chief Judge and a second Judge of the Industrial Court (following a prolonged and unprecedented period of over 8 years of no Industrial Court for the Nation). Additionally, the Commission appointed 11 Chief Magistrates, 6 Senior Principal Magistrates, 1 Principal Magistrate; 1 Senior Magistrate Grade One; and 31 Magistrates Grade One. Furthermore, the Commission helped recruit one Judge of the East African Court of Justice (Hon. Lady Justice Monica Mugenyi, to replace Hon. Lady Justice Stella Arach Amoko). Similarly, the Commission assisted in the appointment of the Chairperson of one quasi-judicial Tribunal: the PPDA Appeal Tribunal.

The above numbers speak for themselves. The quality behind that quantity, is implicit in the very transparent and meticulous procedure combined with the diligent processes with which the Commission searched, shortlisted, interviewed and vetted, all the candidates involved.

The other set of “highs” encompassed the area of staff discipline in the Judiciary. The heavy load of disciplinary cases pending before the Judicial Service Commission at the commencement of the year under review, was reduced from 788 at July 2013, to 565 at end June 2014 an impressive drop of over 223 cases. Some of these, ended in staff dismissal/retirement in the public interest, some in reprimands, and others in severe warnings of the offending staff thereby ridding the Judiciary of the toxic fruit lurking in its personnel basket. This tough Judicial Service Commission stance aims to ensure, at the minimum, a modicum of integrity in the Judicial family: a family which, by all available reports (including those by the IGG, Transparency International, etc), reels under a severe burden of integrity deficiency. As the one Constitutional Service Commission entrusted with the responsibility to discipline

Judicial Officers (of all ranks), the Judicial Service Commission has set itself on a deliberate war path of intense investigation and robust adjudication of disciplinary complaints in and about the Judiciary.

However, in its disciplinary crusade, the Judicial Service Commission must not lose sight of the cardinal need to observe elementary fairness and to dispense basic justice dual elements which have been clearly underscored in the two recent Judgments that were handed down by the Constitutional Court in the course of the year under review [see Constitutional Petition No. 14 of 2012 and Civil Appeal No. 91 of 2012; in which, His Lordship, Hon. Justice Anup Singh Choudry, and His Worship, Chief Magistrate Richard Mafabi, successfully challenged the Commission's procedure in their particular disciplinary cases].

The above notwithstanding, the mother of all "lows" for this Year (as in the previous two years) was, without a doubt, the prolonged, painful, and unprecedented non-appointment of a substantive Chief Justice, and a substantive Deputy Chief Justice for the Judiciary leaving the Third Arm of State all but orphaned: without a head and without a neck to stand on for support. History will look at this period of the Judicial interregnum with an unkind heart and unbelieving eyes. It will do so for a very good reason. However, History will also study and read spell-bound the captivating Judgment of the Constitutional Court of this Country concerning the sad saga that engulfed the appointment of the Nation's Chief Justice: namely, Constitutional Petition No 39 of 2013: Hon. Gerald Katureeeka Karuhanga (MP) v. Attorney General of Uganda.

We, at the Judicial Service Commission have a lot to learn from both the "highs" and the "lows" of the Year 2013-2014 in a bid to redouble our resolve and, even, to treble our efforts in order to keep the lofty standards so far achieved; and to make hefty improvements in the lowly areas where we still need to do better. You, the reader, you owe us a debt: to carefully and constructively critique the contents of this Report.

May you find satisfaction and edification in reading the Report.

For God and Our Country!



Justice James Ogoola
CHAIRPERSON
JUDICIAL SERVICE COMMISSION
14 September 2014

EXECUTIVE SUMMARY

This report is prepared to inform all our stakeholders what we have been doing and what we managed to achieve in the twelve months from July 2013 to June 2014, in line with the public resources that were made available to us.

This report is structured in four Chapters; each dealing with a pertinent area of our operations. The first Chapter exposes the legal basis and the purpose of our existence. It also explains our short, medium and long term objectives as well as the values that we hold dear in the day to day operations of the Commission. This Chapter also expounds the structures of the Commission by giving the details of the Directorates, Department and the staffing changes that occurred over the last twelve months.

The second Chapter reports in a fairly detailed manner our performance in the FY 2013/2014, both in terms of the finances received and expended as well as the physical outputs delivered. The report shows that we received Shs 1.44 bn under GoU Recurrent Budget and Shs 1.31 bn under JLOS SWAP Budget. We used these funds to identify and recommend for appointment; four acting Justices of the Supreme Court, one Chief Judge and one Judge of the Industrial Court, four High Court Judges, one Chief Registrar, two Registrars, 10 Deputy Registrars and two Assistant Registrars. We also appointed 11 Chief Magistrates, six Senior Principal Magistrates Grade I, one Principal Magistrate Grade I, one Senior Magistrate Grade I and 31 Magistrates Grade I. We also held 85 radio talk shows across the country, convened sensitization meetings in 45 sub counties, printed and disseminated 3,384 copies of the Citizens Handbook and translated the Citizens Handbook in Lugbara. The PRI Directorate made 16 complaints investigation trips, held 35 disciplinary committee meetings, held one disciplinary committee retreat, concluded 226 cases and charged nine judicial officers. The Directorate also inspected courts in six magisterial areas, held 10 anti corruption town hall meetings and installed 17 complaints/suggestion boxes across the country.

The third Chapter forecasts on what we intend to do in the FY 2014/15. This includes filling of vacancies on the higher and lower benches, hold 66 radio talk shows, 14 sub county civic education meetings, 10 prisons inmates workshops, print and disseminate 1,538 Citizens Handbooks, hold three performance management workshops for judicial officers and reach 10 million mobile phone subscribers by bulk SMS. We shall investigate 180 cases, hold 40 disciplinary committee meetings and two retreats, inspect courts in six magisterial areas, hold six anti corruption town hall meetings and print anti corruption IEC materials.

The fourth Chapter narrates the challenges we faced during the year, some of which are enduring and are likely to continue. We also make some suggestions to address the challenges.

1.1 Background

The JSC is an independent Agency of the State established under Article 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 following constitutionally specified offices, namely:

- 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 the Government on improving the administration of justice and 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) of the Constitution. For example, 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 of the Chairperson of the Public Procurement and Disposal of Public Assets Appeal Tribunal.

1.4 Core Values

- **Independence:** Article 147(2) of the Constitution 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 staff members conduct themselves in a manner 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 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 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 sufficiently adequate to attract and retain a high calibre 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 among 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, who is an ex-officio member of the Commission.

The Commission as at June 30, 2014 comprised the following:

■ Hon. Justice James Ogoola	Chairperson
■ Hon. Justice Dr. Esther Kisaakye	Deputy Chairperson
■ Hon. Peter Nyombi	Attorney-General
■ Hon. Justice Bart M. Katureebe	Member
■ Prof. Frederick E. Ssempebwa	Member
■ Mr. Charles Okoth Owor	Member
■ Dr. Laban Nnini Kirya	Member
■ Mr. Henry K. M. Kyemba	Member
■ Mrs. Grace Oburu	Member
■ Mr. Kagole E. Kivumbi	Secretary

Members of the Judicial Service 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



Dr. Laban Nnini Kirya
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 work 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 and recording and keeping the 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 include 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 previous holder to the office of Judge of the High Court.

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 function 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 vacant. The Directorate performs the following functions:

- Receiving and Processing peoples' recommendations and investigating complaints concerning the Judiciary and the administration of justice
- Researching the terms and conditions of service of Judges and other Judicial Officers including Chairpersons, Members and Registrars of Tribunals.
- Researching 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. 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 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. Dr. Laban Nnini Kirya | Member |
| iv. Mr. Henry K. M. Kyemba | Member |
| v. 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 staff lawyers in the Commission. 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 Deputy Registrars and all 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 directorates and 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 of staff changes regarding transfers, and new appointments as highlighted in the tables below:

Table 1: Transfers to the Commission

Name	Title	Remarks
Mrs. Flavia Waduwa	Under Secretary	She was transferred from Office of the Prime Minister.
Mr. Tumwebaze Baker Kanyangoga	Senior Economist	He was transferred from the Ministry of Finance, Planning and Economic Development
Mr. Owamazima Justus	Accountant	He was transferred from Masaka Regional Referral Hospital
Mr. Zziwa Francis	Driver	He was transferred from the Ministry of Trade, Industry and Cooperatives.
Mr. Odongo Gilbert	Driver	He was transferred from the Office of the Prime Minister.

Table 2: Transfers from the Commission

Name	Title	Replacement	Remark
Mr. Michael Elubu	Registrar, Education and Public Affairs	None	Hon. Justice Michael Elubu was appointed a Judge of the High Court of Uganda

Mr. Olaunah Emmanuel	Under Secretary	Mrs. Flavia Waduwa	Mr. Olaunah was transferred to the Ministry of Lands, Housing and Urban Development
Ms. Namubiru Jessica	Personal Secretary	None	Ms. Namubiru was transferred to the Ministry of Foreign Affairs
Mr. Kato Musamya	Driver	Mr. Zziwa Francis	Mr Kato was transferred to the Judiciary

Table 3: Officers who left Service for other reasons

Name	Title	Replacement	Remark
Mr. Morris Ojiambo	Driver	Mr. Steven Onyango	Mr. Ojiambo left service on early retirement
Mr. Kiwanuka James	Senior Assistant Records Officer	None	Mr. Kiwanuka left service on mandatory retirement.

Table 4: New staff in Financial Year (FY) 2013/14

Name	Title
Ms. Nakalanzi Damalie	Office Attendant
Mr. Kamuli Eric	Office Attendant

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 has not been easy to attract lawyers from either the private sector or other Government Departments given the different pay structures for the legal professionals in the service.

1.10 JSC Budget Structure

In Financial Year 2013/2014, 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”.

2.0 CHAPTER II

OVERVIEW OF PAST PERFORMANCE FOR FY 2013/2014

2.1 Financial and Physical Performance for FY 2013/14

The funds appropriated, released and spent for the FY 2013/2014 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	1,442,848	1,440,005	1,440,005
Wage	779,542	522,157	522,157
Development (Capital activities) - Taxes	27,797	27,685	27,685
Total	2,250,187	1,989,847	1,989,847

The table above shows a shortfall in funds released for wages. The shortfall in the wages was due to unfilled posts in JSC. The shortfall in non wage recurrent and the development budget was negligible as 99.8% and 99.5% respectively was released.

Table 6: Appropriation of funds per output for FY 2013/2014 (GOU)

Output	Budget UGX'000	Percentage of Budget (%)	Spent('000)
Recruitment of Judicial Officers	267,140	18.5	267,140
Administrative & Human Resource Support	502,126	34.8	501,073
Public awareness and Participation in Justice Administration	271,805	18.8	270,015
Public Complaints System	288,999	20.2	288,999
Research and Planning for Administration of Justice	97,178	6.7	97,178
Internal Audit	15,600	1.0	15,600
Total	1,442,848	100	1,440,005

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 2013/2014, under this arrangement, JSC had an initial budget of UGX 823,432,000/=. We received off budget support in the course of the year.

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 2013/2014 per Programme (JLOS)

Output	Budget UGX ('000)	Off-Budget Support ('000)	Release ('000)	Spent ('000)
Recruitment of Judicial Officers	112,000	-	112,000	112,000
Administrative & Human Resource Support	152,240	-	152,240	152,240
Automation of data and support to PPU				
Public awareness and Participation in Justice Administration	495,600	-	486,020	486,020
Public Complaints System	274,010	-	206,600	206,600
Anti Corruption	23,920		23,900	23,900
Capital Development (Public Complaints System)	120,000	-	120,000	120,000
Development of Recruitment, Discipline and Training of Judicial Officers – Benchmarking Tours	-	201,836	201,836	201,836
Total	1,177,770	201,836	1,302,596	1,302,596

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 handling 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

		2014/15 Approved budget		
			2015/16	2016/17
Recurrent Budget	Wage	1.472	1.575	1.835
	Non wage	1.468	1.497	1.565
Development Budget	GOU	0.239	0.242	0.254
	Donor	0.000	0.000	0.000
GOU Total		3.179	3.314	3.654
Arrears and Taxes	Taxes	N/A	N/A	N/A
	Arrears	N/A	N/A	N/A
TOTAL BUDGET		3.179	3.314	3.654

Source: Ministerial Policy Statement, Ministry of Justice and Constitutional Affairs FY 2014/15.

Table 9: Projected Budget Allocations per Output for the FY 2014/2015 (GOU)

Output	Budget ('000)	Percentages (%)
Recruitment of Judicial Officers	294,808	18.1
Administrative & Human Resource Support	551,528	33.8
Public awareness and Participation in Justice Administration	153,575	9.4
Public Complaints System	310,321	19.1
Research and Planning for Administration of Justice	56,700	3.5
Internal Audit	23,600	1.4
Development	239,000	14.7
Total	1,629,532	100

From the table above the highest proportion of funds for the FY 2014/2015 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.

Table 10: Projected Budget Allocations per Output for the FY 2014/2015 (JLOS)

Output	Budget ('000)	Percentages (%)
Recruitment of Judicial Officers	192,520	19.5
Administrative & Human Resource Support	20,500	2.1
Public awareness and Participation in Justice Administration	472,520	47.9
Public Complaints System	287,400	29.2
Anti-Corruption	12,800	1.3
Total	985,740	100

In FY 2014/2015, it is envisaged that JSC will receive Shs. 985,740,000 UGX from the JLOS SWAP arrangement. Of this, approximately 48% will go to public awareness programmes while 29% will go to the public complaints system, 20% will go to recruitment of judicial officers, 2% will go to monitoring and evaluation activities and 1% will go to the anti corruption effort.

2.3 Major achievements for the Judicial Service Commission (JSC) during the Financial Year (FY) 2013/14

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 held four short listing meetings and 24 interview sessions for the recruitment of judicial officers.

As a result of these, recommendations were made to the Appointing Authority for the appointment of four Acting Justices of the Supreme Court, four Judges of the High Court, one Chief Judge and one Judge of the Industrial Court, one Chief Registrar and two Registrars.

The Commission appointed on promotion 10 Deputy Registrars, two Assistant Registrars, 11 Chief Magistrates, six Senior Principal Magistrates Grade I, one Principal Magistrate Grade I and one Senior Magistrate Grade I.

The Commission appointed 31 Magistrates Grade I and confirmed in appointment thirty three Judicial Officers.

The Commission also played its statutory role in the appointment of the Chairperson of the Public Procurement and Disposal of Public Assets Tribunal.

The tables below show the details of the appointments and confirmations made during the reporting period:

Table 11: List of Appointed Acting Justices

No.	Name	Court
1.	Hon. Mr. Justice Benjamin Odoki	Supreme Court
2.	Hon. Mr. Justice Galdino Okello	Supreme Court
3.	Hon. Mr. Justice John Tsekooko	Supreme Court
4.	Hon. Lady Justice Christine Kitumba	Supreme Court

Table 12: List of Industrial Court Judges

No.	Name	Title
1.	Hon. Justice Mr. Asaph Ruhinda Ntegye	Chief Judge
2.	Hon. Lady Justice Lillian Linda Tumusiime Mugisha	Judge

Table 13: List of Court Registrars

No.	Name	Title
1.	Mr. Gadenya Paul Wolimbwa	Chief Registrar
2.	Mr. Muwata Isaac	Registrar
3.	Mr. Chemutai Tom	Registrar
4.	Ms. Ssali Harriet Lukwago	Deputy Registrar
5.	Mr. Waninda Fred Kenneth	Deputy Registrar
6.	Mr. Asiimwe Tadeo	Deputy Registrar
7.	Mr. Otto Michael Gulumali	Deputy Registrar
8.	Ms. Naula Lillian Christine Mwandha	Deputy Registrar
9.	Mr. Emuria Charles	Deputy Registrar
10.	Mr. Nizeyimana Deo	Deputy Registrar
11.	Ms. Akwankasa Irene	Deputy Registrar
12.	Ms. Kawuma Cissy Mudhasi	Deputy Registrar
13.	Mr. Anguandia Godfrey Opifeni	Deputy Registrar
14.	Ms. Acio Julia	Assistant Registrar
15.	Ms. Wanume Deborah	Assistant Registrar

Table 14: List of Promoted Judicial Officers

No.	Name	New Post
1.	Ms. Langa Sarah Siu	Chief Magistrate
2.	Ms. Nabakooza Flavia	Chief Magistrate
3.	Mr. Emokor Samuel	Chief Magistrate
4.	Mr. Kaweesa Godfrey	Chief Magistrate
5.	Ms. Atingu Stella Beatrice	Chief Magistrate
6.	Mr. Ajiji Alex Mackay	Chief Magistrate
7.	Ms. Babirye Mary	Chief Magistrate

8.	Ms. Bareebe Rose Mary Ngabirano	Chief Magistrate
9.	Ms. Abinyu Susan	Chief Magistrate
10.	Ms. Ajio Hellen	Chief Magistrate
11.	Mr. Omalla Felix	Chief Magistrate
12.	Mr. Matenga Dawa Francis	Senior Principal Magistrate Grade I
13.	Ms. Amono Monica	Senior Principal Magistrate Grade I
14.	Ms. Kaitesi Kisakye	Senior Principal Magistrate Grade I
15.	Mr. Mushabe Alex Karocho	Senior Principal Magistrate Grade I
16.	Mr. Sayekwo Emmy Godfrey	Senior Principal Magistrate Grade I
17.	Mr. Shwanda Nkore Jolly	Senior Principal Magistrate Grade I
18.	Mr. Lagara Michael	Principal Magistrate Grade I
19.	Mr. Borore Kyaka Julius	Senior Magistrate Grade I

Table 15: List of Judicial Officers Confirmed in Service

No.	Name	Title
1.	Ms. Acaa Ketty Joan	Magistrate Grade I
2.	Mr. Achoka Egesa Freddy	Magistrate Grade I
3.	Mr. Alule Augustine Koma	Magistrate Grade I
4.	Ms. Akello Irene	Magistrate Grade I
5.	Mr. Angole Joseph	Magistrate Grade I
6.	Ms. Angura Fionah Sheila	Magistrate Grade I
7.	Ms. Atim Harriet Okello	Magistrate Grade I
8.	Ms. Birungi Phiona	Magistrate Grade I
9.	Ms. Karungi Doreen Olga	Magistrate Grade I
10.	Mr. Lochomin Peter Fred	Magistrate Grade I
11.	Ms. Mangeni Marion	Magistrate Grade I
12.	Mr. Matovu Hood	Magistrate Grade I
13.	Mr. Matyama Paul	Magistrate Grade I
14.	Mr. Muhumuza Asuman	Magistrate Grade I
15.	Ms. Nabukeera Aisha	Magistrate Grade I
16.	Ms. Naigaga Winfred K	Magistrate Grade I
17.	Mr. Nakibinge Latif Abubakar	Magistrate Grade I

18.	Ms. Nakyazze Rachael	Magistrate Grade I
19.	Ms. Namisi Hope	Magistrate Grade I
20.	Ms. Namusobya Sarah	Magistrate Grade I
21.	Ms. Nankya Winnie	Magistrate Grade I
22.	Ms. Niwaha Shallon	Magistrate Grade I
23.	Ms. Nsenga Roseline	Magistrate Grade I
24.	Ms. Nyamwenge Immaculate	Magistrate Grade I
25.	Mr. Obuya John Paul	Magistrate Grade I
26.	Ms. Sikhoya Naume	Magistrate Grade I
27.	Mr. Sajjabi Noah Norbert	Magistrate Grade I
28.	Ms. Wagana Margaret Annie Ihorere	Magistrate Grade I
29.	Mr. Natwijuka Baryeza Aloysius	Magistrate Grade I
30.	Mr. Odwori Ponsiano	Magistrate Grade I
31.	Ms. Awidi Susan	Magistrate Grade I
32.	Mr. Mwine Mark David	Magistrate Grade II
33.	Mr. Wandwasi G.H Wubbo	Magistrate Grade II

Table 16: List of Newly Appointed Magistrates

No.	Name	Title
1.	Mr. Oburu Morris Ezra	Magistrate Grade I
2.	Mr. Owino Paul Abdonson	Magistrate Grade I
3.	Mr. Bwambale Daniel Busathiro	Magistrate Grade I
4.	Mr. Kirya Martins	Magistrate Grade I
5.	Ms. Mukasa Sanyu	Magistrate Grade I
6.	Mr. Egesa Wilberforce Masaaka	Magistrate Grade I
7.	Ms. Kagoya Jackline	Magistrate Grade I
8.	Ms. Nantege Christine	Magistrate Grade I
9.	Mr. Muhinda Tadeo	Magistrate Grade I
10.	Ms. Nambaya Irene	Magistrate Grade I
11.	Ms. Basajjabalaba Jalia	Magistrate Grade I
12.	Ms. Okwong Stella Paculal	Magistrate Grade I
13.	Ms. Kimono Juliana	Magistrate Grade I

14.	Ms. Kaibei Cherotich	Magistrate Grade I
15.	Ms. Ninsiima Marion	Magistrate Grade I
16.	Ms. Achayo Rophine	Magistrate Grade I
17.	Ms. Nassozi Rehema Ssebbowa	Magistrate Grade I
18.	Ms. Lumunye Timothy	Magistrate Grade I
19.	Ms. Nyadoi Esther	Magistrate Grade I
20.	Mr. Bbosa Michael	Magistrate Grade I
21.	Mr. Mujuni Paul	Magistrate Grade I
22.	Mr. Rukundo Alex	Magistrate Grade I
23.	Mr. Gakyaro Mpirwe Allan	Magistrate Grade I
24.	Mr. Nsobya Ronald Kanya	Magistrate Grade I
25.	Ms. Tibagonzeka Jane	Magistrate Grade I
26.	Mr. Achok Abrahams Moding	Magistrate Grade I
27.	Mr. Ngamije Mbale Faishal	Magistrate Grade I
28.	Ms. Bomukama Muhwezi Pamela	Magistrate Grade I
29.	Ms. Adong Molly Alice	Magistrate Grade I
30.	Ms. Kyomugisha Evelyn Serina	Magistrate Grade I
31.	Mr. Semaganda Grace Richard	Magistrate Grade I

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.

The Commissioners continued to perform their duties with dedication despite poor facilitation and the generally unfavorable conditions of service; hence the ability to score outstanding achievements. The Secretariat staff members also never wavered in their commitment and support to the Commissioners thus making it possible for the expected outputs to be surpassed. We recognize and appreciate the support we have continued to receive from the Justice, Law and Order Sector (JLOS) towards the performance of the Commission's recruitment function; and this was instrumental in the excellent results registered.

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 Mityana, Fort Portal, Kanungu, Kabale, Bukedea, Tororo, Kiboga, Kyenjojo, Masindi, Hoima, Kasese, Mubende, Jinja, Masaka and Kamuli. These talk shows were funded by the GoU recurrent budget.

The JLOS SWAP funds facilitated additional 49 radio talk shows in; Mbarara, Masaka, Sembabule, Apac, Lira, Masindi, Luweero, Ibanda, Kamwenge and Bushenyi Districts. The other places covered were; Kisoro, Kasese, Kiboga, Gulu, Adjumani, Jinja, Kamuli, Mubende, Zombo, Arua, Koboko, Moyo and Kampala Districts.

The Commission also held three performance management workshops for Judicial Officers in Mbarara, Masaka and Mbale Magisterial Areas. During these workshops Judicial Officers were introduced to the concept of results oriented management in the public service

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 384 copies of Citizens Handbook in Kiswahili, 1000 copies in English, 2000 copies in Luganda. The translation of the Citizens Handbook in Lugbara was completed and plans are underway to reproduce many copies for distribution to local leaders in Arua District, West Nile Sub Region.

The Commission also printed 8,000 copies of brochures and 1,400 copies of charts for the education of members of the public on matters of the law and administration of justice in Uganda.

The Commission organized 45 sub county civic education meetings in Mitooma, Kole, Oyam, Iganga, Luuka, Rakai, Lwengo and Kalungu Districts. The table below shows the sub counties and town councils in which the meetings were held.

Table 17: List of Town Councils and Sub Counties which hosted civic education meetings

No.	District	No.	Town Council/Sub County
1.	Mitooma	1.	Mitooma TC
		2.	Mutara
		3.	Katenga
		4.	Kanyabwanga
		5.	Bitereko
		6.	Kabira
		7.	Ruhehe
		8.	Kashenshero
2.	Oyam	1.	Oyam TC
		2.	Myene
		3.	Minakulu
		4.	Aleka
		5.	Otwal
		6.	Loro
3.	Kole	1.	Kole TC
		2.	Alito
		3.	Aboke
		4.	Akalo
		5.	Bala
4.	Iganga	1.	Central Division
		2.	Busembatya
		3.	Namungalwe
		4.	Buyanga
		5.	Bulamagi
5.	Luuka	1.	Luuka TC

		2.	Bukooma
		3.	Irongo
		4.	Nawampiti
		5.	Bulongo
		6.	Bukanga
		7.	Waibuga
		8.	Imkumbya
6.	Rakai	1.	Kyebe
		2.	Kagamba
7.	Lwengo	1.	Kyazanga
		2.	Lwengo
		3.	Kisekka
		4.	Ndagwe
8.	Kalungu	1.	Kalungu TC
		2.	Kyamulibwa
		3.	Kalungu
		4.	Lwabenge
		5.	Bukulula
		6.	Lukaya

During these meetings, local leaders were sensitized on the role of JSC and on laws relating to sexual offences, land disputes and succession.

The Commission also organized and held 8 prison inmate workshops at; Openzinzi Prisons in Adjumani District, Anyeke Prisons in Oyam District, Kigumba Prisons in Kiryandongo District, Hoima Prisons in Hoima District, Mambugu-Kagadi Prisons in Kibaale District, Bugungu Prisons in Jinja District, Bufulubi Prisons in Mayuge District and Ragem Prisons in Nebbi District.

The Commission continued to update the resource centre in line with the goal to have a rich one stop reference centre for legal professionals. The Commission renewed its subscription to the e Law library facility earlier installed at the resource centre. The resource centre was supplied with several highly sought after reference books in the legal profession. We also maintained our subscription to the Uganda Gazette to ensure that we promptly receive government decisions and communication on various matters of public interest.

2.3.3 Public Complaints System

Investigation of Cases

In regard to the mandate of receiving and processing peoples' complaints, the Commission carried out 16 complaints investigation exercises in Mbarara, Masaka, Ntungamo, Kabale, Rakai, Lyantonde, Kapchorwa, Pallisa, Mbale, Sironko, Bukwo, Butaleja, Kumi, Soroti, Katakwi, Kaberamaido, Amuria, Tororo, Bugiri, Iganga, Jinja, Mukono, Kamuli, Busia, Kamwenge, Rukungiri, Kanungu, Rukungiri, Bushenyi, Ibanda, Sheema, Buyende, Kaliro, Mpigi, Sembabule, Mubende, Kyenjojo, Kabarole, Ntoroko, Luweero, Nakasongola, Lira, Gulu and Bundibugyo.

Disciplinary Measures

The Disciplinary Committee held 35 meetings to consider complaints that were raised against judicial officers. The Disciplinary Committee also held a one week retreat in Jinja to consider more cases. During these meetings and the retreat, the Disciplinary Committee concluded and recommended to the full Commission 226 cases for closure. However nine cases were sanctioned for charging, while another 31 cases were referred back for further investigations. The Judicial Service Commission took action, ranging from caution to removal of some errant Judicial Officers.

The names of Judicial Officers who are dismissed or retired in public interest are published in national newspapers in line with the newly adopted Commission policy to name and shame errant officers who are forced to exit the service due to their wayward conduct. However, to protect the image of, and preserve the confidence of the public in Judicial Officers, those who suffer disciplinary sanctions other than removal are spared the publicity.

Installation of Boxes

The installation of complaints/suggestion boxes continued with four trips being undertaken to Koboko, Yumbe, Moyo, Kibaale, Iganga, Kamuli, Pallisa, Mukono, Buikwe Districts. During the trips, 17 suggestions/complaints boxes were installed at Koboko Town Council and Abuku Sub County in Koboko District, at Yumbe Town Council and Lodonga Sub County in Yumbe District, at Moyo and Metu Sub Counties in Moyo District. The boxes were also installed at Kamuli District, Kamuli Town Council, Nabwigulu Sub County in Kamuli District; Iganga Municipality Central Division and Nawanyingi Sub County in Iganga District; Kalaki Sub County in Pallisa District; Nyenga Sub County in Buikwe District, Ntenjeru Sub County in Mukono District, Mubende District Offices and Kasambya Sub County in Mubende District and Bwarimamira Sub County in Kibaale District. These boxes act as a communication link between the general public and JSC.

In a bid to promote the use of these boxes, six sensitization meetings on the use of suggestion/complaints boxes was held in Iganga Municipality where boxes had earlier been installed.

Inspection of Courts

The Commission carried out Court Inspections in Lira High Court, Lira Chief Magistrates Court, Anyeke Grade I Court, Apala Grade I Court, Otuke Grade I Court, Apac Grade I Court, Aduku Grade I, Dokolo Grade I Court, Amolatar Grade I Court and Aboke Grade II Court in Lira Magisterial Area. We also inspected Kotido Chief Magistrates Court, Abim Grade I Court and Kabong Grade I Court in Kotido Magisterial Area, Moroto Chief Magistrates Court and Nakapiripirit Grade I Court in Moroto Magisterial Area

The other Courts inspected were; Iganga Chief Magistrates Court, Mayuge Grade I Court, Kaliro Grade I Court, Kiyunga Grade I Court, Bugiri Grade I Court and Namung'alwe Grade II Court in Iganga Magisterial Area; Jinja High Court, Jinja Chief Magistrates Court, Bugembe Grade I Court, Kamuli Grade I Court, Kagoma Grade II Court and Nawanyago Grade II Court in Jinja Magisterial Area.

The Commission also inspected Mengo Chief Magistrates Court, Kiira Grade I Court, Lugazi Grade I Court, Nakifuma Grade I Court, Buikwe Grade I Court and Ntenjeru Grade II Court. Further inspections were carried at Mubende Grade I Court, Katente Grade I Court, Kyenjojo Grade I Court, Bullisa Grade I Court, Masindi Chief

Magistrates Court, Kiryandongo Grade I Court, Kigumba Grade I Court and Biiso Grade II Court.

We also inspected Kabale High Court, Kabale Chief Magistrates Court and Kisoro Grade I Court.

2.3.4 Research and Planning for Administration of Justice

In the area of research, the Commission held ten anti corruption town hall meetings in Hoima, Kibaale, Masindi, Kiryandongo, Ibanda, Kamwenge, Bushenyi, Rukungiri, Ntungamo and Kabale Districts. The meetings were meant to gauge the people's experience and perception of corruption in the Courts of Judicature and to generate possible measures to help in combating this malady. It is fulfilling to report that the meetings were very successful and many workable suggestions were fronted by the participants. These suggestions are contained in the detailed reports for each meeting and we intend to share them with the relevant stakeholders.

2.3.5 Administrative and Human Resource Support

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

- 12 routine Commission meetings were facilitated.
- The Commission continued to implement the HIV/AIDS workplace policy by organizing HIV sensitization meetings. This culminated in 50% of the JSC staff undergoing voluntary counselling and testing. This was done with financial support from the Office the President.
- Five secretarial members of staff were facilitated to attend a professional conference.
- 500 copies of the Annual Report 2012/13 were printed and disseminated.
- 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 IFMS equipment was competently maintained and this allowed

submission of complete, accurate and timely quarterly financial reports throughout the year.

- The Commission successfully migrated from the centralized IPPS based salary payment system to the decentralized IFMS based salary payment system for its staff members. The Commission has, as a result, been able to pay all staff salaries before the 28th of every month.
- The work plan and budget for Financial Year 2014/2015 was made and underwent the normal approval process.
- The computerization of records of all Judicial Officers was undertaken and successfully completed with support from JLOS.
- Supervision of JSC activities as well as monitoring and evaluation were carried out in Amuria, Katakwi, Iganga, Bugiri, Amolatar, Kaberamaido, Kaliro, Namutumba, Pallisa, Kibuku, Kyegegwa, and Kyenjojo Districts. These exercises revealed among other things the following;
 - i. Frequent adjournment of cases and delays in judgments
 - ii. Presence of volunteer staff and chronic absenteeism in courts continued by there was noticeable efforts to reduce backlog in many courts.
 - iii. An increment in the levels of public awareness reflected by the rise in the number of reported complaints and use of toll free telephone line. However, there was a marked decrease in the use of suggestion/ complaints boxes as a means of registering complaints.
 - iv. The consistent use of radio talk shows to educate members of the public on matters of the law and administration of justice was found to be having a positive effect. The number of persons who have ever listened to JSC radio talk shows was found to be high compared to those from the previous period.
 - v. It was also noted that the investigation and inspection activities have continued to be key to the visibility of JSC in the field. The decision to start publicizing the dismissal and/or retirement in public interest of errant Judicial Officers was found to have rejuvenated the public trust in the work of the Commission.

2.3.6 Internal Audit

In the Financial Year 2013/2014, 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 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.

2.3.7 Development Expenditure

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

- One Station Wagon Vehicle for investigations under the Directorate of PRI
- Three office cabinets
- Office carpets for three offices
- Two desk top computers for Accounts and Procurement Units
- One lap top computer for Planning Unit
- 35 suggestion boxes and 35 plaques

The JSC will continue executing its core mandate of recruitment, educating the public and disciplining Judicial Officers as well as related activities like advising government on the terms and conditions of service for Judicial Officers, advising government on matters of the law and administration of justice and spearheading the anti corruption effort in the Justice, Law and Order Sector.

The JSC Activities for FY 2014/2015 have been categorized under seven key outputs namely:

3.1 Recruitment of Judicial Officers

The Commission, having gained valuable experience over the last two and half years, expects to perform the recruitment function with greater efficiency. We therefore intend to make recommendations for the filling of positions on the higher bench within four months of receiving notification of available vacancies. The Commission plans to fill all declared vacancies of judicial officers on the lower bench within a period of three months from the date of declaration. We also intend to confirm all eligible judicial officers depending on the submissions forwarded by the Judiciary.

In order to accomplish this, the Commission will run quarterly job advertisements in the national media, hold 8 short listing sessions, 28 interview sessions and 4 confirmations sessions.

However, to address the problem of case backlog in the courts as envisaged in the National Development Plan; there is need to revise and rationalize the human resource needs of the Judiciary both in terms of quantity and quality to equal the ever rising work load in our courts.

The court processes should also be made more efficient by embracing energetic recourse to Alternative Dispute Resolution, Small Claims Procedures, Case Management and advancement in technology. This will improve the case disposal rates and steadily erode the massive backlog of cases in the courts.

3.2 Public Complaints System

Collection of Complaints/Suggestions

The Commission will continue to use a multi pronged approach to collecting complaints and suggestions from members of the public on operations of the courts in particular and matters of the law and administration of justice generally. The five methods currently in use and which will be strengthened in the FY 2014/2014 are:

1. Physical Registration

We encourage all persons who have suggestions or complaints about the courts, and are able, to physically visit our offices on Plot 6/8 Parliament Avenue, Farmers House, Ground Floor, Kampala.

2. Use of Toll Free Telephone

The Commission has installed two toll free telephone lines for use by members of the public. These lines are attended to every working day from 8.00 am to 5.00 pm, with a lunch break from 1.00 pm to 2.00 pm. The numbers are 0800100221 and 0800100222.

3. Use of Suggestion/Complaints Boxes

The Commission has over the years installed suggestion/complaints boxes at district, town council and sub county offices. The authorities hosting these boxes have assigned persons to help members of the public to lodge their complaints/suggestions through these boxes. The Commission will continue to have a programme of retrieving complaints from these boxes on a monthly basis. The Commission also plans to hold 20 sensitization meetings across the country to sensitize members of the public on the use of these suggestion boxes.

4. Postal Services

We encourage persons who have access to postal services to write and post their complaints to: The Secretary, Judicial Service Commission, P.O Box 7679, Kampala.

5. E mail services

The Commission has a vibrant website and an e mail address through which we can be contacted. Please e mail to info@jsc.go.ug. You can also find as at www.jsc.go.ug.

Investigation of Cases

The Commission will ensure prompt handling of complaints received through any of the five routes listed above. In the FY 2014/2015, the Commission plans to make 24 investigation trips during which we target to investigate 180 cases. The Commission has made known the crucial need to establish a top notch JSC Investigative Unit to carry out investigations of white-collar crime, to accord with the magnitude of the complex tasks it is called upon to unravel in the area of disciplinary complaints.

The Commission also intends to keep all complainants up to date with the progress of their cases. This will be achieved through regular feedback communication to the complainants.

Disciplinary Committee Meetings

The Commission will hold 40 disciplinary committee meetings to consider investigated cases and have them resolved. When a case reaches the level of the Disciplinary Committee, both the complainant and the respondent (Judicial Officer) are required to appear before the Committee for formal hearing with evidence and witnesses at hand.

The Commission undertakes to meet all the expenses incurred by the complainant and the complainant's witnesses. In the FY 2014/2015 we estimate a total of 48 complainants and 80 complainants' witnesses will be required to appear before committee.

Disciplinary Committee Retreats

We plan to hold two Disciplinary Committee retreats to enable us clear the case backlog that has continued to grow due to increased public awareness leading to increased use of the public complaints system.

3.3 Public Awareness and Participation in Administration of Justice

Radio Talk Shows

The Commission will conduct public awareness campaigns on matters concerning the administration of justice through 66 radio talk shows in different parts of the country. The GoU recurrent budget will fund 18 talk shows, while 48 talk shows will be funded by the JLOS SWAP budget.

The talk shows are to address succession law, mob justice, witchcraft and domestic violence among other topical justice related issues.

Sub County Sensitization Meetings

The Commission will hold 14 sub county workshops in various districts and regions of the country. The workshops are meant to sensitize the local opinion leaders with the aim that they will be able to pass on the information to the grassroots and thereby influence the justice needs of the public.

Prisons Inmates Workshops

The Commission will continue to hold Prisons Inmates Workshops to inform the prisoners of their rights and remind the prisons authorities of their responsibilities in respecting the rights and promoting the welfare of prisoners.

In the FY 2014/2015, we plan to hold 10 workshops for prisoners in Arua, Mbarara, Mbale and Karamoja areas. The JLOS SWAP funds will facilitate eight workshops, while GoU recurrent budget will facilitate two workshops.

Publication and Dissemination of IEC Materials

The Commission plans to print and disseminate 1,538 copies of the Citizens Handbook in English, Luganda, Ateso, Nga'Karimojong, Runyakitara, Luo, Kiswahili and Lugbara.

Bulk Short Message Service

The Commission will embrace the use of SMS to disseminate information related to the law and administration. We intend to use two widely used mobile telephony networks to reach 10 million odd subscribers.

Performance Management Seminars

The Commission will hold three one-day seminars for judicial officers on performance management, discipline and general good management practices. The seminars will take place in magisterial areas which have not had the chance to host such seminars before.

3.4 Research and Planning for Administration of Justice

Court Inspection

The Commission plans to inspect courts in six magisterial areas in the FY 2014/2015. The inspections are meant to acquaint the Commission with the conditions under which Judicial Officers work in various parts of the country. This creates an informed basis on which the Commission can advise government on the terms and conditions of service of Judicial Officers as mandated by the Constitution of Uganda.

Additionally, court inspections allow the Commission to check on adherence to policies, standards and good practices expected of institutions under the public service of Uganda.

Field Survey

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

Anti Corruption Drive

The Commission will engage the public, advocates, judicial officers and JLOS stakeholders in meetings regarding perceived corruption in the Judiciary. In this regard, the Commission will hold 6 town hall meetings in selected districts around the country.

The Commission also plans to produce and disseminate anti corruption IEC materials. This will be in form of charts, brochures, fliers and stickers. This, we hope, will sensitize and galvanize the public as the key stakeholder in the fight against corruption.

Subscription to Professional Bodies

The Commission will continue to subscribe to the Uganda Law Society and the East African Law Society. In this regard the Commission as an institution and as individual staff members will be facilitated to update their membership to these associations. This is aimed at keeping the lawyers at the Commission professionally up to date through the Continuing Professional Development programmes organized by these bodies. It will also help the Commission to continue receiving professional journals and other relevant publications.

In the long run, JSC will need to cultivate professional relations with the various Judges and Magistrates Associations of Uganda, East Africa and the Commonwealth.

3.5 Administrative and Human Resource Support

Administrative Support Services

Administrative support services will continue to be provided in terms of:

- Facilitation of Commission meetings;
- Timely payment of members' allowances and staff salaries;
- Payment of staff consolidated allowances to guarantee minimum standards of staff welfare;
- Uninterrupted provision of utilities, i.e. electricity, telephone services and water;
- Payment for security services;
- Payment for medical services;
- Payment for JSC internet services;
- Renewal of JSC Website Domain and hosting of website;
- Procurement of consumable supplies such as office stationery, toner cartridges etc;
- Printing and dissemination of 1,000 copies of Annual Report, 2013/2014;
- Maintenance of motor vehicles;
- Servicing and repair of office equipment, including IFMS and IPPS machines;
- Procurement of staff uniforms and corporate wear;
- Cleaning and fumigation of offices as well as collection of garbage; and
- Subscription to three professional bodies i.e. AAPAM, ESAAG, and AAPComs.

Planning and Reporting

The Commission will continue to prepare and submit, to the relevant bodies, quarterly reports of its financial and physical performance as expected.

We also intend to have the Policy Planning Unit strengthened to ensure a smooth, reliable and efficacious planning and reporting process. This will also enable us to develop the budget and work plan for Financial Year 2015/2016 within the required time frame. The submission for the preparation of the Ministerial Policy Statement for 2015/16 will also 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.

Staff training

The Commission recognizes the importance of having staff with up to date knowledge and skills. We therefore plan to sponsor four staff members for refresher training within the country, while two staff member will be sponsored for training abroad.

Related to this, we are going to put in place a comprehensive induction programme to enable newly employed or transferred staff to smoothly assimilate into the JSC fraternity and quickly internalize its core values and best practices.

Implementation of HIV Workplace Policy

The implementation of the HIV/AIDS workplace policy will continue. The global and long term goals of the HIV/AIDS fight are:

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

On our part and in line with the global agenda, we hope in the long run to attain zero workplace infections, zero workplace stigma and zero AIDS related employee death.

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 expect the 50% of the staff who did not test in FY 2013/14 to do it in the FY 2014/15. We also hope all new staff will appreciate the need and get to know their sero- status as we move along.

Monitoring and Evaluation

We plan to conduct 16 monitoring and evaluation exercises to ensure that planned activities are conducted as scheduled and make proposals for improvement where need be. The JLOS SWAP fund will facilitate four of these exercises, while the GoU recurrent budget will cater for 12 M&E exercises.

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:

- Two station wagon vehicles;
- Two office tables and four office chairs;
- Two desk top computers, two laptop computers, four printers; and
- One air conditioner.

4.1 Challenges

The Judicial Service Commission has an indisputably wide mandate compared with some other Service Commissions. The appointing mandate is fairly heavy given that we service an entire Arm of the State, the Judiciary. 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 – thus folding into one body both executive and judicial functions.

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. Facilitation of Commission members has continued to be a challenge due to their part time status. Although we have lobbied extensively to have this matter addressed, and at some point we appeared to have made a breakthrough, it is sad to note that resources availed to us for this purpose will cater for only 50% of the estimated needs in the FY 2014/15.
- ii. The Commission is housed in a derelict building with limited space which can hardly accommodate even the present low level of staffing. Soon, we may reach the end of our wits when new staff members are received. This is likely to be very soon as the process of filling some vacant positions at the Commission is at an advanced stage. Moreover, the state of the building is proving to be a health hazard to the present staff members. There has been a rise in cases of respiratory tract infections and allergies among staff members in units found in the worst sections of the building.

- iii. 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 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 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 the operations of the Commission, whose quorum is six out of the nine members. The resultant effect is the accumulation of disciplinary case backlog in JSC.
- iv. 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, shortage of funds for acquisition of a sufficient number of vehicles has greatly affected these crucial field activities. JSC therefore faces the challenge of travelling to the field to carry out civic education, and to 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 on the way due to breakdown. This explains why our officers rarely visit far flung areas of the country and areas with notoriously difficult terrain like Amudat, Koboko, Kween, Bundibugyo, Lamwo and Kisoro.
- v. 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 terms and conditions of service for judicial officers if Uganda is to improve access to justice to all.
- vi. 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 less than 50 sub-counties per year against over 1,600 sub-counties. In the next FY, this will even get worse

as the available funds can only cover 14 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.

- vii. The Commission has suffered a long standing shortage of staff in the technical departments. Despite numerous advertisements being run, we are yet 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 professionals 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, and the Inspectorate of Government, their pay packages are much better on account of being self accounting and thus able to determine staff salaries in house.
 - b. The structure of the Commission is 'challenging. There are no suitable 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 Commission is one of the institutions to be allocated office space in the planned JLOS House to be constructed in Naguru. But this house is not expected to be ready earlier than 2018. The only viable option in the meantime is for the Commission to acquire office premises from the private sector, and this means more financial resources are needed for this purpose.
- ii. The financial health of the Commission should be given the attention it deserves, given that JSC services an entire Arm of State. 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 will require some amendments to the Constitution. Indeed, it is our belief that granting self accounting status to the Commission would be a master stroke that would open the way to solve all the major challenges enumerated above.

- iii. The problem of attracting staff can be handled by introducing 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 so far we have only received the new structure for the Human Resource Unit which is being elevated to a fully fledged department. The new structures for the two technical directorates should be expedited so that the Commission can attract adequate quality and quantity of staff in readiness for the anticipated expansion of the Commission's mandate and the attendant increase in its work load.
- iv. The status of the Commission members should be revisited with a view to making the Commission or some members thereof, full time. This would call for amendments to the Constitution.

Table 18: List of Staff of the JSC as at 30th June 2014

S/N	NAMES	DESIGNATION
1	Hon. Justice James Ogoola	Chairperson
2	Kagole E. Kivumbi	Permanent Secretary
3	Waduwa Flavia	Under Secretary, Finance and Administration
4	Mwebembezi Julius	Deputy Registrar(PRI)
5	Sekagya Ronald	Deputy Registrar(EPA)
6	Mungoma Nelson	Principal Human Resource Officer
7	Ssalaamu G.Ngobi	Principal Legal Officer
8	Semyano Faridah	Principal Legal Officer
9	Kaali Samuel	Principal Legal Officer
10	Allen Rukundo Owembabazi	Principal Legal Officer
11	Otulu Daniel Nickie	Principal Assistant Secretary
12	Ongom Jacqueline Sandra	Senior Human Resource Officer
13	Musamali William	Senior Human Resource Officer
14	Nassanga Mariam	Senior Records Officer

15	Aisu Aloysius	Senior Accountant
16	Owamazima Justus	Accountant
17	Kawooya Jaffer	Internal Auditor
18	Nabulime Aminah	Procurement Officer
19	Nabulya Maria Teresa	Information Officer
20	Kuriigamba Geoffrey	Information Technology Officer
21	Bithum Micheal	Assistant Procurement Officer
22	Musinguzi Patrick	Legal Clerk
23	Kamaranzi Evelyn	Legal Clerk
24	Kiizah Pastor	Office Supervisor
25	Nanfuka Reges	Assistant Records Officer
26	Deborah Mubene	Senior Accounts Assistant
27	Nakato Annet	Records Assistant
28	Higaya Abdallah	Records Assistant
29	Eriya Bulamu	Accounts Assistant
30	Latigo Laker M.S	Personal Secretary
31	Kisubi Christine	Personal Secretary
32	Nabukalu Shidah	Pool Stenographer
33	Ayorekeire Allen	Office Typist
34	Nakubulwa Mary	Office Typist
35	Ssejjoba Getrude M	Office Typist
36	Alungo Sarah	Office Typist
37	Atuhura Miriam	Office Typist
38	Oboot Rosemary	Office Typist
39	Bukirwa Cissy L	Office Attendant
40	Mpangire Jackson	Office Attendant
41	Nsereko Christopher	Office Attendant
42	Nakajiri Rachael	Office Attendant
43	Kimono Rebecca	Office Attendant
44	Ginyera Fred	Office Attendant
45	Najjuma Joweria	Office Attendant
46	Mawanda Martin***	Office Attendant

47	Nakalanzi Damalie	Office Attendant
48	Kamuli Eric	Office Attendant
49	Godfrey Makhoka	Telephone Operator
50	Banaziza W.	Driver
51	Mwine Tom	Driver
52	Kalibwani.M.Bob	Driver
53	Egesa James	Driver
54	Kisitu George W.	Driver
55	Zziwa Francis	Driver
56	Onyango Steven	Driver

*** Mawanda Martin remained on interdiction, pending determination of his case by the Public Service Commission, related to making false statements, in the course of duty.



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