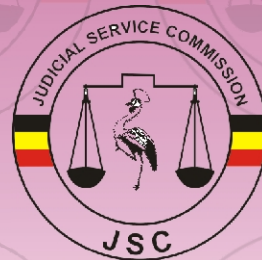




THE REPUBLIC OF UGANDA



JUDICIAL SERVICE COMMISSION

ANNUAL REPORT

2015/2016



THE REPUBLIC OF UGANDA

JUDICIAL SERVICE COMMISSION

ANNUAL REPORT

2015/2016

Table of Contents

Table of contents.....	i
List of Tables.....	ii
List of Abbreviations and Acronyms.....	iii
Foreword.....	iv
Executive Summary.....	v
1 Chapter One: Introduction.....	1
1.1 Background.....	1
1.2 Vision Statement.....	1
1.3 Mission, Mandate and Functions.....	1
1.4 Core Values.....	2
1.5 Statement of Objectives.....	3
1.6 Composition and Structure of the Commission.....	3
1.7 The Judicial Service Commission Secretariat.....	4
1.7.1 The Directorate of Education and Public Affairs.....	4
1.7.2 The Directorate of Planning, Research and Inspectorate.....	5
1.7.3 The Department of Finance and Administration	5
1.8 Committees of the Commission.....	5
1.9 Staffing Changes.....	6
1.10 JSC Budget Structure.....	8
2 Chapter Two: Overview of Past Performance FY 2015/2016.....	9
2.1 Financial and Physical Performance.....	9
2.2 Snapshot of Medium Term Budget Allocations.....	11
2.3 Major Achievements during the Financial Year 2015/2016.....	11
2.3.1 Recruitment of Judicial Officers.....	18
2.3.2 Civic Education.....	18
2.3.3 Public Complaints System.....	18
2.3.4 Research and Planning for the Administration of Justice.....	18
2.3.5 Supervision, Monitoring and Evaluation of Activities.....	28
2.3.6 Administrative and Human Resource Support.....	29
2.3.7 Internal Audit.....	30
2.3.8 Development Expenditure.....	30
3 Chapter Three: Planned Activities for Financial Year (FY) 2016/2017.....	31
3.1 Recruitment of Judicial Officers.....	33
3.2 Public Complaints System.....	33
3.3 Public Awareness and Participation in Administration of Justice	35
3.4 Research and Planning for the Administration of Justice.....	36
3.5 Administrative and Human Resource Support.....	36
3.6 Production of Quarterly Internal Audit Reports.....	38
3.7 Development(Capital Purchase).....	39
4 Chapter Four: Challenges and Possible Solutions.....	40
4.1 Challenges.....	43
4.2 Recommendations to Address the Challenges.....	43
Annex I: JSC Staff List as at 30th June 2016.....	45

List of Tables

No.	Title	Page
Table 1	Transfers to the Commission	7
Table 2	Transfers from the Commission	7
Table 3	Officers who Left Service for Other Reasons	7
Table 4	New Staff members	8
Table 5	Funds Appropriated to JSC under GoU	9
Table 6	Appropriation of funds per output for FY 2015/16	10
Table 7	Financial Performance for FY 2015/2016 (JLOS)	10
Table 8	MTEF Projections	11
Table 9	Statistics on Appointment of Judicial Officers	12
Table 10	List of Persons Appointed as Justices of the Supreme Court	13
Table 11	List of Person Appointed as Justices of the Court of Appeal	13
Table 12	List of Persons Appointed as Judges of the High Court	13
Table 13	List of Persons Appointed as Deputy Registrars	14
Table 14	List of Persons Appointed as Assistant Registrars	14
Table 15	List of Persons Appointed as Chief Magistrates	15
Table 16	List of Persons Appointed as Senior Principal Magistrates Grade I	15
Table 17	List of Persons Appointed as Principal Magistrates Grade I	16
Table 18	List of Persons Appointed as Senior Magistrates Grade I	16
Table 19	List of Judicial Officers Confirmed in Service	16
Table 20	List of Newly Appointed Magistrates Grade I	16
Table 21	List of Town Councils/Sub Counties which hosted Civic Education meetings	19
Table 22	Geographical Distribution of Toll Free Calls	21
Table 23	Summary of Issues Raised through Toll Free Calls	22
Table 24	Districts where Investigations were carried out by Region	22
Table 25	Summary of Disciplinary Activities in FY 2015/2016	23
Table 26	List of Places where Sensitization meetings were held	23
Table 27	List of Magisterial Areas and Courts Inspected	24
Table 28	Projected Budget Allocations per Output for FY 2016/2017 (GoU)	31
Table 29	Projected Budget Allocations per Output for FY 2016/2017 (JLOS)	32

LIST OF ACRONYMS

AAPAM	African Association for Public Administration and Management
AAPComs	Association of African Public Service Commissions
AIC	AIDS Information Centre
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
HIV	Human Immunodeficiency Virus
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
MoU	Memorandum of Understanding
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
SUGAR	Strengthening Uganda's Anti Corruption Response
SWAP	Sector Wide Approach
TASO	The Aids Support Organization
UAC	Uganda Aids Commission

FOREWORD

I am delighted to present to our esteemed stakeholders this report on the performance of the Judicial Service Commission over the period 1st July 2015 to 30th June 2016. This was an eventful period in the life of the Commission and the nation at large.

It was during this period that the very fruitful term of office of the Commission chaired by Hon. Justice James Ogoola came to an end in February 2016. It was also during the same period the people of Uganda were called upon to decide on the leadership of the country. These two events affected the Commission in different ways; the former in an immediate sense and the latter in a manner that stretch into the future.

The expiry of the term of office of the Commission was anticipated and well prepared for. The Commission therefore fast tracked its recruitment activities and completed them within the seven months of its functionality in the financial year. It was no mean feat that the Commission was able to make 135 appointments of Judicial Officers to various posts within the courts of judicature. This was besides its other work in the area of discipline, civic education and inspection of courts.

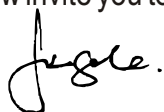
The election of a new government ushered in a new set of commitments and a new way of conducting business. The Commission secretariat is ready and able to cope with these new demands, so long as the new Commission is constituted. This is our most pressing need at this point in time.

It would be unforgivable if this opportunity is not used to recognize and appreciate the Commission's stakeholders, who have continued to consume and /or support the services provided by the Commission. It is only through the involvement of these stakeholders that the Commission was able to achieve what it did. The stakeholders to whom the Commission is greatly indebted are:

1. The Government of the Republic of Uganda;
2. The Parliament of the Republic of Uganda;
3. The Judiciary and all other institutions in the Justice, Law and Order Sector;
4. The Development Partners;
5. The Media; and
6. The general public.

Whereas our stakeholders take a big share of the responsibility for our success, any failures and weaknesses remain our own. We pledge to address them as we go along.

I now invite you to enjoy reading the Judicial Service Commission Annual Report 2015/2016.



Kagole E. Kivumbi

PERMANENT SECRETARY/SECRETARY
JUDICIAL SERVICE COMMISSION
August 2016

EXECUTIVE SUMMARY

The Annual Report of the Judicial Service Commission has been compiled to inform our stakeholders, especially members of the public, what has been achieved in the financial year 2015/2016. This is necessary because all that we do; we do so on behalf and for the wellbeing of the people of Uganda. This report is structured into four chapters to ease public appreciation of the operations of the Commission.

Chapter one introduces us to those stakeholders who may not have known what the Commission is all about. It points out the foundation of our existence as being Article 146 of the Constitution. It also provides our vision, mission, strategic objectives and the values we hold dear in the execution of our mandate. A picture of our hierarchical structure and the changes in staffing we experienced in the year in focus is painted.

Chapter two delves into the actual activities carried out and what was achieved in relation to the JSC mandate. A total of 135 appointments, ranging from Justices of the Supreme Court to Magistrates Grade I, were made. We also conducted radio talk shows, sensitization meetings, prison inmates' workshops and performance management workshops for Judicial Officers across the country. The Commission continued to register and process complaints against Judicial Officers and where Judicial Officers were proven beyond reasonable doubt to have erred, appropriate sanctions ranging from reprimand to dismissal were applied. Court inspections in 18 magisterial areas to assess the conditions of service and performance of Judicial Officers at various courts were carried out. The Commission also engaged opinion leaders and members of the public to rally them in the fight against corruption in the courts of judicature in particular and the justice system in general.

Chapter three presents what the Commission plans to undertake in the financial year 2016/2017. The Commission pledges to expeditiously fill all vacancies declared by the judiciary within four months of receiving submissions of such vacancies. The Commission undertakes to continue using the multimedia to educate members of the public on matters of the law and administration of justice. The introduction of civic education in secondary schools is a new approach that will be rolled out to impress upon young citizens the importance of being aware of the laws and judicial services structures of our country. The Commission shall continue to pursue errant Judicial Officers by administering fair and just but deterrent sanctions.

Chapter four relays the expanded mandate of the Commission and commitments of the newly re-elected government as some of the developments that will have implications on the operations of the Commission. These are in addition to challenges being experienced like; the absence of a fully fledged Commission, inappropriate and inadequate working space, lack of adequate tools and equipment, shortage of qualified and experienced staff, inequitable remuneration and facilitation among others, which affect attainment of the objectives of the Commission. The measures proposed to overcome those challenges to ensure optimum performance include; expeditious appointment of Commission members, granting of permission and resources to solicit office accommodation from the private sector, provision of sufficient tools and equipment for execution of activities and granting the Commission body corporate status.

CHAPTER ONE

INTRODUCTION

1.1 Background

The Judicial Service Commission (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 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.

The mandate of the Commission was expanded under The Constitutional (Amendment) Act, 2015 to provide for the Commission to appoint other staff of the Judiciary. This provision will be take effect once an enabling law is put in place by the Parliament. This development certainly has wide ranging implications on the business of the Commission in terms of scope and the resources needed for its fulfillment.

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 gender, 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 adequate to attract and retain 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 7 other members appointed by the President with the approval of Parliament. 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 term of office of the Commission expired on 1st February 2016, leaving us to operate without Commission members in the last five months of the financial year.

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 Permanent Secretary/Secretary to JSC and Accounting Officer. The Permanent 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 members include two Principal Legal Officers, one Information Officer, one Legal Clerk and support staff. However, presently, the position of Deputy Registrar is vacant after the promotion of the previous holder to the office of Registrar in the same 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 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 and one Principal Legal Officer are still vacant. The Directorate performs the following functions:

- Receiving and Processing peoples' complaints and 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

The Department is headed by the Under Secretary. This department is charged with the responsibility of management support services to enable efficient and effective operations of the Commission to deliver on its mandate. Its functions are listed below:

- Executing the Planning, budgeting and reporting function of the Commission,
- Ensuring compliance with financial, human resource and administrative regulations, policies and procedures.
- Ensuring availability of logistics, vehicles, tools and equipments to staff,
- Ensuring availability of appropriate office accommodation serviced with utilities,
- Instituting appropriate controls to ensure value for money for all resources provided to JSC,
- Initiating and formulating appropriate policies for JSC,
- Secretariat to the Top Management meetings,

1.8 Committees of the Commission

A number of committees are in place to perform tasks that address specific core business of the Commission. These 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 recommends 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 term of office of this committee also expired in February 2016, since it draws its membership from the Commission members.

- ***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 who are staff members of the Commission. Its function is to analyze and advise the Secretary on legal issues that arise during the execution 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 Departments 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.

- ***Contracts Committee***

The Commission has a fully fledged Contracts Committee constituted in compliance with the PPDA Act and regulations. This committee handles all procurement and disposal matters of the Commission. The committee sits at least once a month to scrutinize the monthly procurement and disposal reports. It may meet more often depending on the demands at a given period of time,

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
Mr. Kaima Godfrey	Under Secretary	Transferred on promotion from the Office of the President.
Ms. Janet Apayi Okumu	Assistant Commissioner Human Resource	Transferred on promotion from the Ministry of Lands, Housing and Urban Development.
Mr. Muhanga Martin	Internal Auditor	Transferred from the Ministry of Education, Science, Technology and Sports
Ms. Amulen Aanyu Rose	Personal Secretary	Transferred from the Ministry of Lands, Housing and Urban Development

Table 2: Transfers from the Commission

Name	Title	Replacement	Remark
Mr. Mungoma Nelson	Principal Human Resource Officer	None	Transferred on promotion as Assistant Commissioner, Human Resource to the Education Service Commission
Mr. Salaamu Ngobi Godfrey	Principal Legal Officer	None	Transferred on promotion as Assistant Registrar to the Judiciary.
Mr. Waiswa Moses	Internal Auditor	Mr. Muhanga Martin	Transferred to the Ministry of Finance, Planning and Economic Development.

Table 3: Officers who left service for other reasons

Name	Title	Replacement	Remark
Ms. Oboot Rosemary	Office Typist	None	Left service on mandatory retirement.
Mr. Musinguzi Patrick	Legal Clerk	None	Left to join Uganda National Meteorological Authority

Table 4: New Staff Members in Financial Year 2015/16

Name	Title
Ms. Namayanja Gertrude Batemyeto	Senior Policy Analyst
Ms. Nakamya Sarah	Records Assistant
Mr Tufekushaba Enos	Driver

Staffing Challenges

Low levels of staffing

A number of posts in the Commission have remained vacant for a long time. The posts of Registrar and Deputy Registrar have remained vacant for over three 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.

During the year, Ministries, Departments and Agencies were restructured with the Commission's establishment rising from 72 to 112 staff members. Key among the changes ushered in by the new structure are; the introduction of posts of Senior Legal Officer and Legal Officer in the two technical directorates, as well as establishment of a Communications Unit in the Department of Finance and Administration. The implementation of the new structure will not commence in the financial year 2016/2017 given that there was no corresponding increment in the budget ceiling for wage, nonwage and development budget to support the new structure.

1.10 JSC Budget Structure

In Financial Year 2015/2016, 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 Inspectorate. 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 in the Strategic Plan of “**enhancing access to Justice, Law and Order Sector services particularly for the vulnerable persons**”.

CHAPTER TWO

OVERVIEW OF PAST PERFORMANCE FOR FY 2015/2016

2.1 Financial and Physical Performance for FY 2015/16

The funds appropriated, released and spent for the FY 2015/2016 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	2,383,135	2,181,409	1,939,808
Wage	779,542	737,706	732,526
Development (Capital activities)	268,997	268,997	256,777
Total	3,432,674	3,188,112	2,929,111

The table above shows that a total of Shs 3.4 billion was budgeted for under GoU funding, This was broadly allocated as follows; non wage recurrent expenditure 69.4%, wage bill 22.7% and development expenditure 7.8%. The table also shows that 92.9% of the budgeted funds were released, and 91.8% of the released funds were spent; leaving 8% to be remitted back to the Consolidated Account. It should be noted that the Commission received supplementary release for payment of pensions, making budget under non wage recurrent to be superseded by the release.

The Commission did not spend all the funds released to it under different items due a number of factors. The shortfall in the expenditure on wages was due to unfilled posts in JSC. The funds released under non wage recurrent were not wholly utilized due to the expiry of the term of office of most members of the Commission in February 2016. Most of the unspent funds were meant to pay retainer fees to Commissioners and facilitate Commission meetings. In the absence of the Commission the funds remained unspent at the end of the financial year. The development funds were not fully spent because the tax on purchase of a vehicle was less than what had been estimated.

Table 6: Appropriation of funds per output for FY 2015/2016 (GOU)

Output	Budget UGX'000	Percentage of Budget (%)	Spent('000)
Recruitment of Judicial Officers	1,559,121	45.4	1,221,011
Administrative & Human Resource Support	567,683	16.5	497,516
Public awareness and Participation in Justice Administration	400,884	11.7	357,376
Public Complaints System	518,578	15.1	508,052
Research and Planning for Administration of Justice	63,811	1.9	63,811
Internal Audit	53,600	1.6	24,568
Capital Development	268,997	7.8	256,777
Total	3,432,674	100	2,929,111

In the FY 2015/2016, the biggest allocation (45.4%) was allocated to recruitment of Judicial Officers. This is because this function is the core purpose for which the Commission exists and most other functions of the Commission are dependent on the availability of Judicial Officers.

The Commission also received financial support through the JLOS SWAP arrangement in the FY 2015/2016. Under this arrangement, JSC had an initial budget of UGX 646,620,000/= out of which UGX 505,420,000 was released.

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

Table 7: Financial Performance for FY 2015/2016 per Programme (JLOS)

Output	Budget UGX (‘000)	Release (‘000)	Spent (‘000)
Recruitment of Judicial Officers	141,600	135,600	132,705
Court Inspections	70,360	40,360	36,561
Public awareness and Participation in Justice Administration	186,860	168,383	160,556
Public Complaints System	90,400	76,957	66,546
Anti Corruption Barazas	13,200	12,620	12,410
Printing of Citizens Handbooks	65,000	65,000	64,997
Discipline and Training of Judicial Officers	79,200	6,500	6,482
Total	646,620	505,083	480,257

The table above reveals that under JLOS funding, a greater percentage of the funds were budgeted for the programme of Public awareness and Participation in Justice Administration (28.9%) followed by recruitment of Judicial Officers (21.9%) and then the Public Complaints System (13.9%) 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 anti corruption activities (2.1%).

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
Overview of Vote Expenditures (US\$ Billion)

i) Excluding arrears, taxes		2014/15 Out turn	2015/16 Appd Budget	2015/16 Out turn	2016/17	2017/18	2018/19
Recurrent Budget	Wage	0.726	0.780	0.733	0.780	0.780	0.819
	Non wage	2.235	2.160	1.933	2.356	2.356	2.592
Development Budget	GOU	0.253	0.239	0.238	0.239	0.239	0.275
	Donor	0.000	0.000	0.000	0.000	0.000	0.000
GOU Total		3.214	3.179	2.904	3.375	3.375	3.685
ii) Arrears and Taxes	Arrears	0.000	0.000	0.000	0.000	N/A	N/A
	Taxes	0.000	0.030	0.019	0.000	N/A	N/A
TOTAL BUDGET		3.214	3.209	2.923	3.375	N/A	N/A

Source: Judicial Service Commission, Budget Framework Paper FY 2016/17.

The Commission expects a gradual increase in the resources over the medium term. However, there will be need for a drastic upward adjustment in the figures, if we are to implement the recently approved staff structure and embrace the expanded recruitment mandate provided for in the recent constitutional amendment.

2.3 Major achievements for the Judicial Service Commission (JSC) during the Financial Year (FY) 2015/16

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

The core function of JSC is to recommend to the President persons to be appointed Judges and Registrars. It directly appoints Deputy Registrars, Assistant Registrars, Chief Magistrates and other Judicial Officers into various magisterial positions. The Commission advertized and held interviews for the filling of vacancies for Judicial Officers which had been declared by the judiciary.

Arising out of this process, recommendations were made to the Appointing Authority for the appointment of Justices of the Supreme Court, Justices of the Court of Appeal, Judges of the High Court and Deputy Registrars of the Courts of Judicature. This culminated in the appointment of five Justices of the Supreme Court, seven Justices of the Court of Appeal, seven Judges of the High Court and 21 Deputy Registrars of the Courts of Judicature.

The Commission also appointed five (5) Assistant Registrars, 26 Chief Magistrates, two Senior Principal Magistrate Grade 1, four Principal Magistrate Grade 1, two Senior Magistrate Grade I, and 56 Grade I Magistrates and confirmed in appointment five Judicial Officers.

In the interest of gender parity, it is important and fulfilling to report that the female gender constituted 46% of all the appointments recommended and/or made by the Commission.

The table below summarizes the appointments made by position and gender during the financial year 2015/2016.

Table 9: Statistics on Appointment of Judicial Officers

	Position	No. of Females	No. of Males	Total
1.	Justice of the Supreme Court	2	3	5
2.	Justice of the Court of Appeal	3	4	7
3.	Judge of the High Court	3	4	7
4.	Deputy Registrar	9	12	21
5.	Assistant Registrar	4	2	6
6.	Chief Magistrate	11	14	25
7.	Senior Principal Magistrate Grade 1	1	1	2
8.	Principal Magistrate Grade 1	3	1	4
9.	Senior Magistrate Grade 1	1	1	2
10.	Magistrate Grade 1	26	30	56
	Total	63	72	135

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

Table 10: List of Persons Appointed as Justices of the Supreme Court

No.	Name	Title
1.	Justice Augustine Nshimye Sebutulo	Justice of the Supreme Court
2.	Justice Lillian Ekirikubinza Tibatemwa	Justice of the Supreme Court
3.	Justice Rubby Opio Aweri	Justice of the Supreme Court
4.	Justice Eldad Mwangushya	Justice of the Supreme Court
5.	Justice Faith Mwendha	Justice of the Supreme Court

Table 11: List of Persons Appointed as Justices of the Court of Appeal

No.	Name	Title
1.	Justice Alphonse Owiny Dollo	Justice of the Court of Appeal
2.	Justice Elizabeth Musoke	Justice of the Court of Appeal
3.	Justice Simon Byabakama	Justice of the Court of Appeal
4.	Justice Catherine Bamugemereire	Justice of the Court of Appeal
5.	Justice Cheborion Barishaki	Justice of the Court of Appeal
6.	Justice Hellen Obura	Justice of the Court of Appeal
7.	Justice Paul Mugamba	Justice of the Court of Appeal

Table 12: List of Persons Appointed as Judges High Court

No.	Name	Title
1.	Justice Zeija Flavian	Judge of the High Court
2.	Justice Ann Mugenyi Bitature	Judge of the High Court
3.	Justice Moses Kawumi Kazibwe	Judge of the High Court
4.	Justice Ketra Katunguka	Judge of the High Court
5.	Justice Oyuko Anthony Ojok	Judge of the High Court
6.	Justice Susan Okalany	Judge of the High Court
7.	Justice Mubiru Stephen	Judge of the High Court

Table 13: List of Persons Appointed as Deputy Registrars

No.	Name	Title
1.	Kwizera Amos	Deputy Registrar
2.	Rwatooro Muhendo B.	Deputy Registrar
3.	Mugabo Vicent Emmy	Deputy Registrar
4.	Kanyange Susan	Deputy Registrar
5.	Byaruhanga Rwigyema J.	Deputy Registrar
6.	Wamala Boniface	Deputy Registrar
7.	Nassuna Flavia Matovu	Deputy Registrar
8.	Nambayo Esta	Deputy Registrar
9.	Lawrence Tweyanze	Deputy Registrar
10.	Nkonge Agnes	Deputy Registrar
11.	Kazaarwe Olive Mukwaya	Deputy Registrar
12.	Busingye Immaculate	Deputy Registrar
13.	Langa Sarah	Deputy Registrar
14.	Emokor Samuel	Deputy Registrar
15.	Ajiji Alex Mackay	Deputy Registrar
16.	Abinyo Susan	Deputy Registrar
17.	Sserunkuma Issa	Deputy Registrar
18.	Odoki Phillip	Deputy Registrar
19.	Ikit Mary	Deputy Registrar
20.	Khainza Eleanor Mary	Deputy Registrar
21.	Muse Musimbi Samuel Lawelson	Deputy Registrar

Table 14: List of Persons as Appointed as Assistant Registrars

No.	Name	Title
1.	Atukwasa Justine	Assistant Registrar
2.	Nabakooza Flavia	Assistant Registrar
3.	Atingu Beatrice Stella	Assistant Registrar
4.	Ssalamu Ngobi Godfrey	Assistant Registrar
5.	Ayebare Tumwebaze Thaddeus	Assistant Registrar
6.	Bareeba N. Rosemary	Assistant Registrar

Table 15: List of Persons as Appointed as Chief Magistrates

No.	Name	Title
1.	Jolly Shwanda Nkore	Chief Magistrate
2.	Kisakye Mary Lukwago	Chief Magistrate
3.	Mushabe Alex Karocho	Chief Magistrate
4.	Amono Monica	Chief Magistrate
5.	Matenga Dawa Francis	Chief Magistrate
6.	Ereemye Jumire James	Chief Magistrate
7.	Natukunda Janeva	Chief Magistrate
8.	Ayo Miriam Eddy Okello	Chief Magistrate
9.	Nabaasa Ruth	Chief Magistrate
10.	Ssempala Dorothy Lwanga	Chief Magistrate
11.	Baguma Emmanuel	Chief Magistrate
12.	Lubowa Daniel	Chief Magistrate
13.	Munobe Samuel	Chief Magistrate
14.	Kakooza Elias	Chief Magistrate
15.	Nasambu Esther Rebecca	Chief Magistrate
16.	Borore Julius K.	Chief Magistrate
17.	Twakyire Samuel	Chief Magistrate
18.	Okeny Sussane	Chief Magistrate
19.	Alum Agnes	Chief Magistrate
20.	Wekesa John Patrick	Chief Magistrate
21.	Kintu Simon Zirintusa	Chief Magistrate
22.	Nakadama Esther	Chief Magistrate
23.	Agwero Catherine	Chief Magistrate
24.	Okongo Japyem G.	Chief Magistrate
25.	Sayekwo Emmy Geoffrey	Chief Magistrate

Table 16: List of Persons as Appointed as Senior Principal Magistrate Grade I

No.	Name	Title
1.	Chemeri Jessica	Senior Principal Magistrate Grade I
2.	Yeteise Charles	Senior Principal Magistrate Grade I

Table 17: List of Persons as Appointed as Principal Magistrates Grade I

No.	Name	Title
1.	Hatanga Harty Juliet	Principal Magistrate Grade I
2.	Nakitende Juliet	Principal Magistrate Grade I
3.	Mukanza Robert	Principal Magistrate Grade I
4.	Nuwagaba Stella	Principal Magistrate Grade I

Table 18: List of Persons as Appointed as Senior Magistrates Grade I

No.	Name	Title
1.	Tuhimbise Valerian	Senior Magistrate Grade I
2.	Amabilis Stella	Senior Magistrate Grade I

Table 19: List of Judicial Officers Confirmed in Service

No.	Name	Title
1.	Kagoya Jackline	Grade I Magistrate
2.	Gakyaro Mpirwe Allan	Grade I Magistrate
3.	Rukundo Isaac	Grade I Magistrate
4.	Kyomugisha Evelyn Setrina	Grade I Magistrate
5.	Nyipir Odokorwot	Grade II Magistrate

Table 20: List of Newly Appointed Magistrates Grade I

No.	Name	Post
1.	Kabugho Elizabeth	Grade I Magistrate
2.	Byarugaba Adam	Grade I Magistrate
3.	Timugiibwa Martha	Grade I Magistrate
4.	Alioni Emmanuela Drajole	Grade I Magistrate
5.	Kambedha Lydia	Grade I Magistrate
6.	Katurubuki Andrew	Grade I Magistrate
7.	Namae Irene	Grade I Magistrate
8.	Gukiina Peter	Grade I Magistrate
9.	Murangira Tanazio Hillary	Grade I Magistrate
10.	Nyipir Fortunate	Grade I Magistrate

11.	Vueni Raphael	Grade I Magistrate
12.	Adelo Susan	Grade I Magistrate
13.	Asiimwe Esther	Grade I Magistrate
14.	Opit Christopher	Grade I Magistrate
15.	Mwali Stella	Grade I Magistrate
16.	Atim Sheilla Gloria	Grade I Magistrate
17.	Namayanja Naziifah	Grade I Magistrate
18.	Seluwo Benjamin Martin	Grade I Magistrate
19.	Ayebale Daphine	Grade I Magistrate
20.	Tumuhimbise Nause	Grade I Magistrate
21.	Daniel Epobu	Grade I Magistrate
22.	Namubiru Mariam	Grade I Magistrate
23.	Mugezi Amon	Grade I Magistrate
24.	Aber Irene	Grade I Magistrate
25.	Mwesiga Dan	Grade I Magistrate
26.	Tibayeita Edgar Tusiime	Grade I Magistrate
27.	Bagyenya Dorothy	Grade I Magistrate
28.	Osauro John Paul	Grade I Magistrate
29.	Aisu Nicholas	Grade I Magistrate
30.	Mwesigye Julius	Grade I Magistrate
31.	Ndiwalana Yunusu	Grade I Magistrate
32.	Agwango Jullian	Grade I Magistrate
33.	Tukundane Patient Lorna	Grade I Magistrate
34.	Niyokwizera Emmanuel	Grade I Magistrate
35.	Nyakaana Allan	Grade I Magistrate
36.	Otim Moses	Grade I Magistrate
37.	Lamuno Patience Elizabeth	Grade I Magistrate
38.	Wakooli Grace	Grade I Magistrate
39.	Arinaitwe Elisha	Grade I Magistrate
40.	Anyeko Susan	Grade I Magistrate
41.	Zako Dorcus	Grade I Magistrate
42.	Nantongo Sarah	Grade I Magistrate
43.	Kibuuka Christian	Grade I Magistrate

44.	Mutala Peter	Grade I Magistrate
45.	Muwanika Joan	Grade I Magistrate
46.	Batala Gad	Grade I Magistrate
47.	Asiku Swaleh	Grade I Magistrate
48.	Akankwasa Edward Kabayo	Grade I Magistrate
49.	Mukoya Moureen	Grade I Magistrate
50.	Ainembabazi Doreen	Grade I Magistrate
51.	Nsaire Proscovia	Grade I Magistrate
52.	Mukobi Asanasio	Grade I Magistrate
53.	Abiti Samsom Loum	Grade I Magistrate
54.	Nalungi Esther	Grade I Magistrate
55.	Tindyebwa K. C. Adyeeri	Grade I Magistrate
56.	Kayiza Elias Abdallah	Grade I Magistrate

The Commission was well aware of the impending expiry of its term of office. It therefore exerted maximum effort towards the filling of declared vacancies. What it achieved in the seven months of its operations in the financial year, is testimony to level of devotion exhibited in exercising the public trust conferred upon it.

2.3.1 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 the Directorate of EPA runs radio programmes, produces and disseminates IEC materials, holds sensitization meetings and holds prison inmates workshops. The Directorate also conducts performance management workshops targeting Judicial Officers in various High Court Circuits.

Radio Talk Shows

The Commission conducted a total of 36 hours of radio talk shows on various radios in many places across the country.

The radio talk shows were held in; Masindi, Lira, Arua, Kabarole, Gulu, Kabale, Kampala, Kamwenge, Ibanda, Kiboga and Kiruhura Districts. The radio talk shows focused on the functions of JSC, succession law, land law and domestic relations laws.

IEC Materials

The Commission printed various Information, Education and Communication (IEC) materials to promote public awareness and increase utilization of judicial services. We printed and disseminated 4,072 copies of Citizens Handbook. The handbook explains the roles of the different institutions under JLOS and how they can be contacted in case of complaints. The handbooks were given to local authorities at districts, sub counties and town councils, as well as to some individual members of the public.

Sensitization Meetings

The Commission held 16 sub county civic education meetings in Maracha, Koboko, Dokolo, Masindi, Mityana and Kalangala Districts. During the meetings, local leaders were sensitized on the role of JSC and on laws relating to sexual offences, land disputes and succession.

The table below shows the districts, municipal divisions, sub counties and town councils in which the meetings were held.

Table 21: List of Town Councils and Sub Counties which hosted Civic Education meetings

No.	District	No.	Town Council/Sub County/Municipal Division
1.	Maracha	1.	Maracha Town Council
		2.	Nyadri Sub County
		3.	Yivu Sub County
		4.	Oleba Sub County
		5.	Orute Sub County
		6.	Tara Sub County
2.	Koboko	1.	Southern Division
		2.	Western Division
		3.	Northern Division
		4.	Dranya Sub County
		5.	Midia Sub County
		6.	Lobule Sub County
3.	Dokolo	1.	Adeknino Sub County
4.	Masindi	1.	Miirya Sub County
5.	Mityana	1.	Malangala Sub County
6.	Kalangala	1.	Kalangala Town Council

Civic Education in Schools

When the plan to introduce civic education in secondary schools in the financial year 2016/2017 was approved, the Directorate of Education and Public Affairs took the initiative to pilot this activity in one secondary school. A very successful sensitization meeting was therefore held at Bweranyangi Girls' High School in Bushenyi District. During the meeting over one thousand school girls were sensitized about the judicial system in Uganda and the role of the Judicial Service Commission. The experience gained from this meeting will help the Directorate to develop IEC materials and roll out the approach to many secondary schools in the financial year 2016/2017.

Prisons Inmates' Workshops

The Commission recognizes that some of the biggest victims of weaknesses of our justice system are to be found behind our well guarded prison walls. The Commission also acknowledges that the prisoners are entitled to some rights like any other citizen. The Commission therefore engaged the Prisons authorities to allow interface with prisoners to sensitize them on their rights and listen to some of their concerns.

The Commission therefore organized and held five (5) prison inmate workshops at; Nakasongola Prisons in Nakasongola District, Mityana Prisons in Mityana District, Pallisa Prisons in Pallisa District, Ragem Prisons in Nebbi District, Morukatipe Prisons in Tororo District.

Performance Management Workshops

The Commission held three performance management workshops for Judicial Officers in Arua, Lira and Kabale High Court Circuits. The workshops were meant to sensitize and empower the Judicial Officers to manage court business effectively. The workshops focused on good performance management practices such having schedules of duties for all staff, making performance plans with clear outputs, targets and indicators. The Judicial Officers were also sensitized on the need for cooperation with other government offices without compromising judicial independence. The workshops emphasized the need for attendance registers for staff, regular staff meetings and internal disciplinary mechanisms to control the excesses of some wayward staff members.

The Judicial Officers were able to acquire some supervision and court monitoring skills. They were also able to identify the linkage between routine court activities and the vision of the Judiciary to achieve 'Justice for All'.

Reference Materials

The Commission has a resource centre which is meant to provide sufficient reference materials for lawyers, both within and outside, and members of the public. We therefore endeavour to have all laws of Uganda and related publications for easy reference.

The Commission continued to update the resource centre in line with the goal to have a 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 laws and reference books from Uganda Law Reform Commission. 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.

2.3.1 Public Complaints System

The Commission operates a public complaints system which is meant to gather complaints about court processes from members of the public. This is borne out of recognition that Judicial Officers wield a lot of authority which some of them are often tempted to abuse. This is made worse by the fact that many court users are ignorant of standard court procedures and their rights therein. The public complaints system that we operate therefore serves two purposes at ago; empower court users to exercise their rights and check abuse of authority and judicial misconduct among Judicial Officers.

Registration of Cases

The Commission registered a total of 102 complaints against Judicial Officers during the period under review. The complaints were received through the five established channels which included; physical visit to our offices, use of suggestion boxes at local government offices, use of toll free telephone lines (**0800 100 221** and **0800 100 222**), use of postal service (P.O Box 7679, Kampala) and email (info@jsc.go.ug). However, it emerged that the toll free telephone lines have fast become the preferred medium for registration of cases.

The Commission received a total of 5,980 calls from all over the country, out of which 5,515 were relevant in the period July 2015 to June 2016. The table below shows the geographical distribution of the relevant calls received at the Commission through its toll free telephone lines.

Table 22: Geographical Distribution of Toll Free Telephone Calls

No.	Region	No. of Calls	Top three districts
1.	Central	1,585	Kyankwanzi, Kayunga and Wakiso
2.	Eastern	1,477	Iganga, Mbale and Mayuge
3.	Western	1,456	Kibale, Kamwenge and Masindi
4.	Northern	997	Nebbi, Lira and Zombo
	Total	5,515	

The table above shows that Central Region made 28.7% of the calls, followed by Eastern Region at 26.8, followed closely by Western Region at 26.4% and lastly Northern Region at 18.1%. The numbers of calls were influenced by the level of awareness in the different areas and presumably the performance of courts in those areas.

It should be noted that not all calls received were for purposes of registering complaints. The issues raised through these calls ranged from seeking legal advice to expression of appreciation. Find in the table below a summary of the issues raised through the calls:

Table 23: Summary of Issues Raised through Toll free Calls

No.	Category of Issues	No. of Calls
1.	Seeking legal advice	4,407
2.	Complaints about court processes	505
3.	Request for IEC Materials	218
4.	Follow up on Complaints	201
5.	Expression of Appreciation to JSC	184
6.	Calls on Issues outside JSC Mandate	465
	Total	5,980

In respect to calls on issues which were outside its mandate, the Commission adopted a referral system where callers were advised on the where to direct their complaints within the Justice, Law and Order Sector.

Investigation of Cases

The Commission investigated 307 complaints spread across 56 districts during the year. The locations where the investigations were carried out are as shown here below:

Table 24: Districts where Investigations were carried out by Region

Districts in Central	Districts in Eastern	Districts in Western	Districts in Northern
Kiboga	Kapchorwa	Masindi	Lamwo
Nakaseke	Bukwo	Kibale	Gulu
Mityana	Mbale	Kasese	Pader
Luweero	Tororo	Kabarole	Moyo
Wakiso	Mayuge	Kamwenge	Arua
Mubende	Buyende	Bushenyi	Nebbi
Mukono	Iganga	Mbarara	Kitgum
Buikwe	Busia	Mitooma	Amuru
Kayunga	Jinja	Kiryandongo	Lira
Kalungu	Pallisa	Bundibugyo	Otuke
Mpigi	Kumi	Kyenjojo	Alebtong
Masaka	Soroti	Ntoroko	
Kalangala	Kaberamaido	Hoima	
Sembabule	Ngora	Bullisa	
Lyantonde	Bugiri	Sheema	

Disciplinary Measures

The Disciplinary Committee held 7 meetings to consider complaints that were raised against Judicial Officers. The summary of the performance of the disciplinary function is indicated on the table below.

Table 25: Summary of Disciplinary Activities in FY 2015/2016

Particulars	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of cases registered	29	23	22	28	102
Number of DC meetings held	3	2	2	0	7
Number of cases concluded	10	8	8	0	26
Number of Judicial Officers dismissed	0	0	3	0	3
Number of Judicial Officers Retired in Public Interest	0	0	1	0	1
Number of Judicial Officers severely reprimanded	0	0	1	0	1

Sensitization Meetings

The Directorate of PRI held nine sensitization meetings at lower local governments to popularize the JSC public complaints system. The meetings were held in Mubende, Kyenjojo and Luweero Districts.

The table below details the areas where the meetings took place:

Table 26: List of Places where Sensitization Meetings were Held

No.	District	No.	Sub County/Town Council
1.	Luweero	1.	Wobulenzi Town Council
		2.	Katikamu Sub County
		3.	Luweero Sub County
2.	Mubende	1.	Myanzi Sub County
		2.	Kiganda Sub County
		3.	Kitenga Sub County
3.	Kyenjojo	1.	Kihura
		2.	Nyantungo
		3.	Kyenjojo Town Council

2.3.4 Research and Planning for Administration of Justice

Inspection of Courts

The Commission carried out Court Inspections in 18 magisterial areas across the country during the year in review.

The table below shows the magisterial areas and courts where inspections were under taken.

Table 27: List of Magisterial Areas and Courts Inspected

No.	Magisterial Area		Court
1.	Lira	1.	Lira Chief Magistrate's Court
		2.	Oyam Grade I Magistrate's Court
		3.	Amolatar Grade I Magistrate's Court
		4.	Dokolo Grade I Magistrate's Court
		5.	Apac Grade I Magistrate's Court
2.	Kitgum	1.	Kitgum Chief Magistrate's Court
		2.	Lamwo Grade I Magistrate's Court
		3.	Pader Grade I Magistrate's Court
3.	Kasese	1.	Kasese Chief Magistrate's Court
		2.	Bwera Grade I Magistrate's Court
		3.	Hima Grade I Magistrate's Court
		4.	Katunguru Grade II Magistrate's Court
		5.	Kichwamba Grade II Magistrate's Court
		6.	Buyenga Grade II Magistrate's Court
4.	Ibanda	1.	Ibanda Chief Magistrate's Court
		2.	Kiruhura Grade I Magistrate's Court
5.	Rukungiri	1.	Rukungiri Chief Magistrate's Court
		2.	Kanungu Grade I Magistrate's Court
		3.	Buyanja Grade II Magistrate's Court
		4.	Kebisoni Grade II Magistrate's Court
		5.	Nyarushanje Grade II Magistrate's Court
		6.	Nyakishenyi Grade II Magistrate's Court
		7.	Kambuga Grade II Magistrate's Court
		8.	Rugyeyo Grade II Magistrate's Court
6.	Moyo	1.	Moyo Chief Magistrate's Court

7.	Masindi	1.	Masindi Chief Magistrate's Court
		2.	Buliisa Grade I Magistrate's Court
		3.	Kigumba Grade I Magistrate's Court
		4.	Biiso Grade I Magistrate's Court
8.	Masaka	1.	Masaka Chief Magistrate's Court
		2.	Sembabule Grade I Magistrate's Court
		3.	Rakai Grade I Magistrate's Court
		4.	Lyantonde Grade I Magistrate's Court
		5.	Kalangala Grade I Magistrate's Court
9.	Nakasongola	1.	Nakasongola Chief Magistrate's Court
		2.	Nabiswera Grade II Magistrate's Court
		3.	Lwampanga Grade II Magistrate's Court
10.	Kiboga	1.	Kiboga Chief Magistrate's Court
		2.	Busunju Grade II Magistrate's Court
		3.	Bukomero Grade II Magistrate's Court
11.	Entebbe	1.	Entebbe Chief Magistrate's Court
		2.	Katabi Grade I Magistrate's Court
		3.	Kajjansi Grade II Magistrate's Court
		4.	Nakawuka Grade II Magistrate's Court
		5.	Ssisa Grade II Magistrate's Court
12.	Tororo	1.	Tororo Chief Magistrate's Court
		2.	Busia Grade I Magistrate's Court
13.	Iganga	1.	Iganga Chief Magistrate's Court
		2.	Bugiri Grade I Magistrate's Court
		3.	Kamuli Grade I Magistrate's Court
		4.	Kaliro Grade I Magistrate's Court
		5.	Mayuge Grade I Magistrate's Court

14.	Kotido	1.	Kotido Chief Magistrate's Court
		2.	Abim Grade I Magistrate's Court
		3.	Kaabong Grade I Magistrate's Court
15.	Soroti	1.	Soroti Chief Magistrate's Court
		2.	Kumi Grade I Magistrate's Court
		3.	Katakwi Grade I Magistrate's Court
		4.	Bukedea Grade I Magistrate's Court
		5.	Ngora Grade I Magistrate's Court
16.	Arua	1.	Arua Chief Magistrate's Court
		2.	Koboko Grade I Magistrate's Court
17.	Nebbi	1.	Nebbi Chief Magistrate's Court
		2.	Erusi Grade II Magistrate's Court
18.	Hoima	1.	Hoima Chief Magistrate's Court
		2.	Kibale Grade I Magistrate's Court
		3.	Kagadi Grade I Magistrate's Court

The reports of the findings during these inspections are being consolidated and will be shared with key stakeholders. However, the key findings from the exercise were as follows:

- The welfare of Judicial Officers, especially the Magistrates Grade I who did not receive salaries for five months after deployment, was a grave matter of concern to the Commission and all stakeholders of goodwill. It was hard to ponder how the Judicial Officers managed to survive, some in hard to reach areas, without access to this modest entitlement. All stakeholders should close ranks to avoid a repeat of a similar situation.
- The inspection exercise also discovered that the Grade I Magistrates were deployed without any induction. Given that many of them were posted to head courts in different areas with no senior colleagues for guidance, this turned out to be a baptism of fire of sorts. No wonder many such courts had many simple management challenges which would have been pre-empted during an induction exercise, before deployment.

- The construction of court buildings in some areas had taken too long to be completed. The most prominent one being the court building at Lamwo District Headquarters which had taken over four years and seen change of contractors three times, but was yet to be completed. Where court buildings were in place and in use, some were incomplete or poorly built which required remedial action like in Adjumani, Nebbi, Pader and Apala (Alebtong). Even some court buildings which had been properly constructed now need renovation like in Kitgum, Apac and Amolatar. The court buildings in Adjumani were constructed without ring beams and had consequently developed huge cracks which needed immediate remedial intervention.

There were also a number of courts operating in rented buildings which were largely unsuitable for court work. In this category were; Mityana Chief Magistrate's Court, Buliisa Grade I Magistrate's Court, Biiso Grade 1 magistrate's court, Mayuge Grade I Magistrate's Court. Other courts operated from buildings belonging to local authorities, some without any tenancy agreements or MoUs. The Lamwo Grade I Magistrate's Court was evicted from a building belonging to Padibe Town Council, forcing the Magistrate to carry all the files back to Kitgum Chief Magistrate's Court.

- The state of sanitary facilities in most courts left a lot to be desired. In some courts, the flush toilet systems had collapsed while the pit latrines for court users were in a sorry state or in some cases had collapsed. Court users in Pader had no latrine after the only one constructed next to an anthill prematurely collapsed, and the police authorities denied them access to a latrine situated on the police premises nearby. Meanwhile, court staff relied on facilities at the Prosecution Offices located on the same premises after a system malfunction left them without a functioning toilet.
- Most upcountry courts were understaffed with attempts to bridge the gaps leading to engagement of many employees on contract and voluntary basis. Whereas it could be appreciated as a noble attempt at addressing pressing needs, there seemed no immediate intention to have these persons regularized in the public service.
- The courts were very poorly facilitated. The operational funds sent to courts were not only grossly insufficient, but also unpredictable. This left many courts unable to meet some of the most basic of their operational needs. This led to many Judicial Officers failing to conduct the highly needed locus visits in the process of hearing land cases. This inevitably led to delay of cases, accumulation of backlog and reduction of confidence in the court processes by court users. Poor facilitation made upcountry courts to rely on the headquarters for routine supplies such as paper, toner cartridges etc. There were functioning courts which were not being facilitated at all leaving the Judicial Officers to grapple with the challenges of keeping them running. A case in point was Biiso Grade I Magistrate's Court in Buliisa District.

- Most upcountry courts did not have reliable means of transport to facilitate the work of the Judicial Officers. The few courts with vehicles relied on the headquarters for even minor repairs. Once vehicles were taken to headquarters for repairs, they would take long to be worked on and taken back to the stations where they were badly needed.
- Staff performance appraisal was being poorly done in most courts. Staff members did not have written schedules of duties nor did they have performance targets and indicators. In most courts therefore court staff involved themselves in routine activities without linking these activities to the achievement of targets and goals. The poor performance management culture in court was best typified by the absence of best practice such as maintenance of attendance registers for staff, schedules of staff meetings and management plan for suggestion boxes available at the courts. There were no internal disciplinary systems within the courts to rein in errant staff members.
- The problem of case backlog continued to afflict most courts with many suspects of capital offences languishing in neighbouring prison facilities waiting for criminal sessions, which were far in between, to be arranged. For example, the number of prisoners in selected prison facilities awaiting trial after committal to High Court were as follows; Rukungiri – 151, Adjumani – 61, Moyo – 3, and Morukatipe – 217. Delay to try these cases not only worsened the case backlog situation, but also led to massive congestion in prison facilities across the country.
- In areas with a multi ethnic population such as Kiryandongo, Kayunga and the lake shores, language barrier was found to be one of the key factors hindering access to justice. This called for engagement of many interpreters to help the population to access justice.

Anti Corruption Activities

The Commission successfully held three anti corruption barazas in Isingiro, Mbale and Kapchorwa Districts. The barazas were used to get feedback on the performance of the courts in the areas, the manifestation of corrupt practices in the court processes as well as to sensitize the participants on the available options to address challenges and obstacles to access to court services.

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:

- 7 routine Commission meetings were facilitated.
- 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 2016/2017 was made and duly approved in a participatory process.
- The JSC Strategic Investment Plan for the period 2015/2016 to 2019/2020 was made after wide consultations. It is also due for approval by the full Commission.
- The Judicial Service Commission Risk Management Policy was drafted and is due for approval by the Commission.
- The Commission continued to implement the HIV/AIDS workplace policy by organizing HIV sensitization meetings. The HIV Workplace Committee was trained at the TASO Training Centre at Kanyanya on approaches to address the HIV challenge at the work place.
- 1000 copies of the Annual Report 2014/15 were printed and disseminated.

3.6 Monitoring and Evaluation Exercises

- The Commission carried out monitoring and evaluation exercises in Mityana, Nakaseke, Bushenyi, Mbarara, Soroti, Pallisa, Kamuli, Buyende, Serere, Ngora, Namayingo, Mayuge, Amolatar, Dokolo, Kayunga and Buikwe Districts. These exercises were meant to assess the performance of the Commission in areas of recruitment, discipline and civic education from the point of view of Judicial Officers and members of the public. They were also aimed at gauging the public's opinion on the performance of courts in their areas and the quality of Judicial Officers recruited by the Commission to work in these courts. We also sought to discover the general and unique conditions that could undermine the performance of courts generally and the effectiveness of the Judicial Officers in particular.

These exercises revealed among others the following;

- I. There was general lack of knowledge among Judicial Officers on the criteria being used to promote Judicial Officers. A major matter of concern was an apparent preference for lawyers from outside the judiciary for higher positions in the Courts of Judicature. There was even doubt that excellent records of past performance played any significant role in earning an officer a promotion.
- ii. The Courts were not operating at their optimum levels because of many and varied factors key among them being; understaffing, poor facilitation, low morale among staff in hard to reach areas and non induction of and delay of salaries for newly appointed Judicial Officers.
- iii. The operation of the District Coordinating Committees under the chain link arrangement was not consistent. Whereas in some magisterial areas the committees were alive and well, in others the committees were ailing or totally dormant. In the latter case, the relationship between the courts and local authorities were found to range from cold to hostile.

- iv. The programme to educate members of the public through radio programmes was found to reach a big number of members of the public. However, the holding of sensitization meetings was found to have very narrow coverage. A situation where there were about 1,400 sub counties of which only 16 were covered, left a lot to be desired and calls for a review of the sensitization approach. Nevertheless when all is taken into account, there was an increment in the level of public awareness reflected by the rise in the number of reported complaints and use of toll free telephone lines.
- v. The exercise of disciplinary powers of the Commission was increasingly being seen to be biased against the junior Judicial Officers. Whereas some corrective and deterrent actions were seen to be taken against the junior Judicial Officers, no actions - even where there were just reasons - were known to be taken against senior Judicial Officers. The Commission was therefore being seen to adopt a practice of choosing the lines of least resistance in the performance of its disciplinary role.

2.3.7 Internal Audit

In the Financial Year 2015/2016, the Internal Audit Unit was able to produce two quarterly reports on the physical and financial performance of the Commission highlighting areas where improvements needed to be done.

However, it should be noted that there was a change of personnel in this unit in the middle of the financial year. This brought about needless instability that undermined the production of regular and well thought out reports.

Despite the hiccups, the Internal Audit Unit added value to services we deliver and the support services that make the performance of our core functions possible. We hope to have this unit strengthened through staffing with appropriately skilled human resource, retooling and general facilitation to enable it to continue to perform its very critical role in the guidance of risk management processes.

2.3.8 Development Expenditure

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

- One Station Wagon Vehicle for the Commission Chairperson,
- Eight Executive Chairs,
- Five Executive Office Desks,
- Four Filing Cabinets,
- Four Desk Top Computers ,
- Two Lap Top Computers,
- Three Printers,
- Twenty five Telephone Desk Sets, and
- One Spiral Binding Machine.

CHAPTER THREE

PLANNED ACTIVITIES FOR FINANCIAL YEAR 2016/17

The Commission is starting the new financial year the way it ended the last one; without a fully constituted Commission membership in place. It is our hope that this gap will be quickly plugged and we resume normal operations in the spirit of 'Kisanja Hakuna Mchezo'.

The Judicial Service Commission, using the resources available, will continue to perform 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 Commission expects to receive a total of Shs 4,046,460,000 (Four billion, forty six million, four hundred and sixty thousand only) through Government of Uganda and JLOS SWAP funding. The Commission has also signed a Memorandum of Understanding with SUGAR (Strengthening Uganda's Anti Corruption Response) Project which will support specific aspects of the Commission's operations. The support will focus on improving the disciplinary processes at the Commission and will involve training of investigators and facilitation of Disciplinary Committee meetings.

The details of the expected funding of the activities of the Commission are shown on the tables below:

Table 28: Projected Budget Allocations per Output for the FY 2016/2017 (GOU)

Output	Budget (UGX Billion)	Percentage (%)
Recruitment of Judicial Officers	0.637	18.8
Administrative & Human Resource Support	1.426	42.3
Public awareness and Participation in Justice Administration	0.429	12.7
Public Complaints System	0.560	16.6
Research and Planning for Administration of Justice	0.035	1.0
Internal Audit	0.050	1.5
Development	0.239	7.1
Total	3.376	100

From the table above the highest proportion of funds for the FY 2016/2017 is to be allocated to Administration and Human Resource Support. This is the item under which the overhead costs are to be met as well as the wage bill of the Commission. The overhead costs include utilities bills and property costs. It will also cater for costs of maintenance of office equipment and the Commission fleet. This is also the item from which expenses towards staff welfare issues are drawn

The allocation for public complaints system will cater for investigation of cases against Judicial Officers and facilitation of disciplinary committee meetings. The allocation for public awareness will be expended on sensitization of the masses through radio talk shows, sensitization meetings at schools, prisons and sub counties, as well as production of IEC materials. The bulk of the development budget will utilized to procure a vehicle for civic education activities; meanwhile the remainder will be channelled toward acquisition of tools and equipment for office operations.

The least funds are to go to Internal Audit. This will be spent on collection of data on the performance of various Commission activities and the production of quarterly internal audit reports with recommendations for improvement. Internal Audit is a small output area in the budget and it has only one staff member at the moment. This explains its small budgetary allocation.

Table 29: Projected Budget Allocations per Output for the FY 2016/2017 (JLOS)

Output	Budget ('000)	Percentage (%)
Recruitment of Judicial Officers	28,000	4.1
Administrative & Human Resource Support	209,000	31.2
Public awareness and Participation in Justice Administration	180,240	26.9
Public Complaints System	134,100	20.0
Research and Planning (Court Inspections)	35,970	5.4
Anti-Corruption	83,150	12.4
Total	670,460	100

In FY 2016/2017, JSC will receive Shs. 670,460,000 UGX from the JLOS SWAP arrangement. Of this, approximately 31.2% will go to Administrative and Human Resource Support to facilitate procurement of a vehicle for EPA and Computers for the Resource Centre, 26.9% will go to public awareness programmes, 20.0% will go to the public complaints system, 12.4% will go to anti corruption activities. Court Inspections and Recruitment of Judicial Officers will take 5.4% and 4.1% respectively.

The JSC Activities for FY 2016/2017 have been categorized under seven key outputs namely:

3.1 Recruitment of Judicial Officers

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 plan to make recommendations for the filling of positions on the higher bench within four months of receiving notification of available vacancies. It should be noted that the Commission carries out thorough back ground check on all eligible candidates for appointment to the higher bench, prior to making recommendations for appointment to the Appointing Authority. This is the reason it takes longer to take decisions on persons to be recommended for appointment to these positions. We also intend to confirm all eligible Judicial Officers depending on the submissions forwarded by the Judiciary.

In order to accomplish this, the Commission plans to run four job advertisements in the national media and hold meetings for short listing, interviews and confirmations.

The increase in the number of Judicial Officers coupled with introduction of new approaches to the delivery of judicial services, such as plea bargaining, small claims procedure and alternative dispute resolution will go a long way towards ridding the court system of perennial case back logs. This will also help to restore public confidence in the courts of judicature in particular and the justice system in general.

3.2 Public Complaints System

The Commission acknowledges that it has been a while since the existing Regulations governing the disciplinary processes at the Commission were put in place. There is therefore an ongoing effort to revise these Regulations to bring them up to speed with changed circumstances and evolving service standards.

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 2016/2017 are:

a. 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.

b. 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; **0800 100 221** and **0800 100 222**.

c. Use of Suggestion/Complaints Boxes

The Commission has over the years installed suggestion/complaints boxes at district, municipal council, and town council and sub county offices. The Commission will continue to have a programme of retrieving complaints from these boxes on a monthly basis.

d. 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.

E. Electronic mail services

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

We project to register a total of 160 new complaints which will all be subjected to the established process for appropriate resolution. We undertake to acknowledge receipt of all complaints and to keep the complainants informed of the progress of their complaints.

Sensitization Meetings on Public Complaints System

The Commission will hold two sensitization meetings on the operations of the Public Complaint System. This, it is hoped, will not only increase awareness of the system but also build public confidence in the system that has been established to check abuse of authority in the courts and unethical behaviour by errant Judicial Officers.

Investigation of Cases

The Commission will ensure prompt handling of complaints received through any of the five routes listed above. In the FY 2016/2017, the Commission plans to make 12 investigation trips during which we target to investigate 200 cases. The investigations will be expeditiously done and the findings handed over to the disciplinary committee for further processes. It should be observed that we have uninvestigated cases from 2015/2016 and this explains the variance between projected cases to be registered and cases to be investigated.

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 22 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. In some cases, Judicial Officers may be required to appear for interface with the committee to clarify on some grey areas before decisions can be taken on the next steps.

The Commission undertakes to meet all the expenses incurred by the complainants and the complainants' witnesses. In the FY 2016/2017 we estimate a total of 24 complainants and 48 complainants' witnesses will be required to appear before committee.

Disciplinary Committee Retreat

We plan to hold one Disciplinary Committee retreat lasting five days to enable us clear the case backlog that has continued to grow due to heightened 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 of the law and administration of justice through 36 radio talk shows in different parts of the country. The talk shows are to address succession law, mob justice, witchcraft and domestic violence among other issues that affect societal wellbeing.

Sensitization Meetings

The Commission will hold 16 sub county workshops in various districts and regions of the country. The workshops are meant to sensitize the local opinion leaders on matters of the law and administration of justice, with the aim of making them change agents by way of passing on the information to the grassroots and thereby influence the justice seeking habits of the public.

The Commission will also hold four district level sensitization meetings in the course of the year. This will target newly created districts of Omoro, Rubanda, Kagadi and Kakumiro.

Prisons Inmates Workshops

The Commission will continue to hold four Prisons Inmates Workshops in selected prison facilities across the country. The workshops are meant 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.

Publication and Dissemination of IEC Materials

The Commission plans to print and disseminate three (3) million copies of brochures, fliers, posters and stickers. This will involve production of new brochures and revision of the existing ones.

The Commission will also roll out a programme of civic education in schools. A simplified version of the Citizens Handbook will be produced to suit the knowledge needs of students in secondary school. This will be called the 'Student Handbook on Law and Administration of Justice in Uganda'. We plan to print 4,000 copies of the book for dissemination to schools around the country.

Performance Management Seminars

The Commission will hold four one-day seminars for Judicial Officers on performance management, discipline and general good management practices. The seminars will take place in High Court Circuits in the four traditional regions of Uganda 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 fourteen (14) magisterial areas in the FY 2016/2017. 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.

Anti Corruption Drive

The Commission will hold seven anti corruption barazas in seven districts of Uganda. During these meetings we will engage the public, advocates, and Judicial Officers and other JLOS stakeholders regarding perceived corruption in the Judiciary.

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:

- Preparation of budget frame work paper, ministerial policy statement, work plan and budget for the financial year 2017/2018;
- Revision of the Clients Service Charter;
- Facilitation of twelve (12) routine Commission meetings;
- Timely payment of members' allowances and staff salaries;
- Facilitation of two staff members to attend professional conferences abroad;
- Induction of newly recruited staff;
- Payment of staff consolidated allowances to guarantee minimum standards of staff welfare;
- Recognition and awards for best performing staff members;
- 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, 2015/2016;
- 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 intends to have the Policy Planning Unit strengthened, by better facilitation and staff training, 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 2017/2018 within the required time frame stipulated by the Public Finance Management Act, 2015. The Commission will continue to prepare and submit, to the relevant bodies, quarterly reports of its financial and physical performance as expected. The preparation of the Ministerial Policy Statement for 2017/18 will also be timely. The Commission expects, as a result of streamlining the Planning 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 members will be sponsored to attend professional conferences abroad. The Commission also plans to train staff in Directorate of PRI in investigations. This has been a long standing need, but has become more

urgent now due to the increasingly more complicated cases our officers have to contend with. The Commission hopes to get support from SUGAR project for this purpose.

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.

The Commission also plans to train the investigators to improve the quality of investigations and enhance the effectiveness of the disciplinary process.

Implementation of HIV Workplace Policy

The implementation of the HIV/AIDS workplace policy will continue. We hope to attain zero workplace infections, zero workplace stigma and zero AIDS related employee death.

The Commission shall continue to engage experts to sensitize the staff and reinforce positive behaviour among them aimed at prevention of HIV transmission. The other areas that we shall focus on are drug adherence, nutrition and aspects of positive living that the staff may find useful in their immediate and extended families, as well as in the communities in which they live.

We hope to continue working closely with organizations which have a wealth of experience in HIV and related matters such as The Aids Support Organization (TASO), Aids Information Centre (AIC), Uganda Aids Commission (UAC), Mildmay Uganda etc.

Monitoring and Evaluation

We plan to conduct monitoring and evaluation exercises in forty eight districts to assess coverage and effectiveness of Commission activities and make proposals for improvement where need be.

The exercise will focus on the following:

- Performance of the Complaints Handling Mechanism, including getting feedback from Judicial Officers on the Commission's performance of its disciplinary function;
- Public perception on the performance of Judicial Officers in their areas;
- The coverage and effectiveness of the civic education programmes ; and
- The coverage and effectiveness of the court inspection exercises.

Joint Inspection Programme

The Commission will also actively participate in the Joint Inspection Exercise for Local Governments. This is a programme coordinated by the Ministry of Public Service where Ministries, Departments and Agencies with Inspection mandate jointly carry out inspection of local governments. This is meant build synergy among the inspection agencies, and to reduce on time spent by local government receiving and attending to inspection teams from different Ministries, Departments and Agencies.

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. Besides the quarterly report, the unit will also carry out the following:

- Analysis of internal processes with focus on internal control systems, check and balances with appropriate recommendations to the directorates, department and units.
- Risk assessment, with clear categorization of long and short term risks and the remedial actions to address or avert the risks.
- Monitor the implementation of risk management policy.

Given that most of the activities of the Commission are field based, the Internal Audit should be able to travel extensively to study the service delivery processes at the close range and make workable recommendations for performance improvement.

3.7 Development (Capital Purchase)

The Commission will purchase the following capital items:

- Two vehicles to facilitate the public awareness and supervision functions of the Commission,
- Four Desk Top Computers for the Resource Centre,
- Five Fire Extinguishers,
- Office Furniture, and
- Assorted ICT Equipment.

CHAPTER FOUR

CHALLENGES AND POSSIBLE SOLUTIONS

4.1 Challenges

During the twelve months since the last annual report, the challenges the Commission faces have basically remained the same. However, some developments in the course of the year are likely to compound these challenges. The three key developments that will definitely have far reaching implications on our operations are; the expansion of the appointment mandate of the Commission to include appointment of other staff of the judiciary, the restructuring of staff establishment of the Commission from 72 to 112, and the election of a new government with a number of commitments in the manifesto for the period 2016 to 2021.

Expanded Mandate

The responsibility to handle the appointment of other staff of the judiciary comes with undisputable increase in the expected work load and increased need for resources to enable the Commission to effectively execute this new role. The standard practice is that once employees are transferred from one service Commission to another, the staff members in post are validated to ensure that they qualify for the positions they hold. The Commission will then fill existing vacancies, as and when required to do so.

Effect of Restructuring

The increase in the number of staff members from 72 to 112 constitutes more than 50% expansion of the Commission's human resource. This will come with the attendant need for additional office space, equipment and tools. Given that the Commission is already experiencing the problem of inadequate and poor working space, the need for alternative office premises will be immediate.

New Government Commitments

The Government has made key new commitments for the period 2016 to 2021. There are a few of the commitments that have direct implications on the operations of the Commission in relation to recruiting staff members for promised structures. Key among the commitments made are to; establish formal courts at the sub-county level, pioneer implementation of mobile courts, increase the High Court circuits from the current 13 to 20, appoint more Judicial Officers and improve on their conditions of service, make every district a magisterial area with a Chief Magistrate, appoint /hire acting Judges on short-term basis to reduce the backlog of cases and operationalize the land tribunal system.

For the Commission to effectively play its role in the implementation of the manifesto pledges, it will need an additional Shs 8.3 billion over the next five years.

The above are challenges that we anticipate in light of the developments enumerated. However, we have challenges that have been with us for a long time now, and which we shall continue to grapple with until lasting solutions are found.

Shortage of Specialized Skills

The discipline of Judicial Officers is undermined by shortage of skilled human resource to carry out effective investigations. The Regulations governing the disciplinary process are very elaborate and may hamper timely disposal of cases.

Poor Office Accommodation

The Commission is housed in Farmers House which is a Government building currently under the management of Uganda Property Holdings Ltd. In order to renovate the building, the management expects JSC together with other occupants to pay monthly user fees. Unfortunately, our attempts to have our planning figures adjusted to cater for this item in our budget estimates have not been successful. We have therefore deferred making any commitment to this effect.

Farmers House, where the Commission is housed, is a dilapidated building with limited space which can hardly accommodate even the present low level of staffing. The newly approved staffing levels will require more spacious office accommodation for the Commission. Moreover, the state of the building is proving to be a health hazard to the present staff members. A large section of the ground floor where we are located was originally meant for storage purposes, with the design of a typical warehouse. The offices found in this section lack adequate ventilation, besides the profuse leakages experienced during heavy rains.

Absence and Part-time Status of the Commission

The term of office of the last Commission ended in early February 2016, leaving us without a policy organ. But even when available under the present legal regime, 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.

Inadequate Transport Means

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. This explains why our officers rarely visit far flung areas of the country and areas with notoriously difficult terrain. This problem will become more acute when the anticipated programmes and changes are implemented

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 in 2015/2016 was used to cover only 16 sub-counties out of about 1,400 sub-counties; this translated to a coverage of about 1%. 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.

Shortage of Staff

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 unfavourable pay package for legal professionals at the Commission compared with the take home package of legal professionals 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 autonomous thus determining staff salaries in house.

Lack of Mechanism for Follow up on Findings

The court inspections, as reported earlier on, showed that courts in general and Judicial Officers in particular were facing very many challenges that compromised their capacity of deliver services to expectations. These challenges include but are not limited to; understaffing leading to engagement of many volunteers and contract workers, poor facilitation in terms to transport and logistics, poor and/or absence of proper and fitting office accommodation for some courts and lack of adequate preparation of the Judicial officers for the challenges of the workplace, some of which are located in extremely hard to live areas.

The Commission through its monitoring and evaluation exercises identified challenges which included vast unmet information needs among the population aggravated by absence of a comprehensive programme to reach out to them, misinformation and mistrust about the Commission's operations among Judicial Officers and absence of JSC brand among the public.

Unfulfilled Mandate

It has been noted that, overtime; the Commission has not been able to effectively carry out its mandate. This has come about due to a number of factors, some of which have already been pointed out. It suffices to say that shortage of human, financial and material resources has been at the centre of this failure. However, around it were issues of lack of focus, improper planning and lack of full appreciation of the uniquely broad nature of mandate of the Commission as an oversight agency.

The functions that have not been performed to expectations are:

- Advising government on matters of the law and administration of justice; and
- Making regular recommendations to government on the terms and conditions of service of Judicial Officers.

To effectively carry out the above functions, the Commission needs to engage in extensive and regular research both within and outside the country. It is particularly important that the standards of judicial practice and terms and conditions of service of Judicial Officers are brought to the comparable levels with those in jurisdictions in the East African Community and the African Union as a whole. The necessary research activities have not been carried out due financial resource constraints leading to under performance in these areas.

The Commission has also only been able to partly perform the other functions. The training of Judicial Officers is a broad mandate which is currently limited to: approval of study leave for Judicial Officers, three regional performance management workshops. The Commission has not been able to prepare the newly recruited Judicial Officers by sensitizing them about the disciplinary procedures in judicial service.

The performance of the civic education and public complaints system has been undermined by poor facilitation and lack of adequate skills. This has resulted in low civic education coverage and slow conclusion of disciplinary cases

4.2 Recommendations to Address the Challenges

Provision of Alternative Office Accommodation

The Commission urgently needs to relocate to a more spacious building with an attractive working environment. It is now very clear that the construction of JLOS House which was originally touted as the final solution to accommodation problems in the sector is not going to be realized soon enough. The concerned authorities should therefore accord this matter the deserving attention and grant the required authority and resources for the Commission to seek a temporary home from the private sector.

Body Corporate Status (Autonomy)

The financial health of the Commission should be given the attention it deserves, given that JSC services an entire Arm of Government. In fact all challenges the Commission faces are related to the very meagre resources allocated to it over the years. It is a high time the principles of fairness and equity are applied. It is totally unacceptable that persons serving in the same public sector should experience starkly contrasting conditions at the workplaces. For a start, the Commission needs to be funded like sister Commissions in government and its staff members should be remunerated and facilitated at the same level as employees of the same qualifications serving in other sectors in government. This can be resolved by granting the Commission autonomy 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 autonomy to the

Commission would be a master stroke that would open the way to solve all the major challenges enumerated above.

Review of Part-time Status of Commission Members

The status of the Commission members should be revisited with a view to making the Commission or some members thereof, full time. This matter has assumed a new sense of urgency arising from the last constitutional amendment which expanded the appointment mandate of the Commission. Unfortunately, to achieve this would require an amendment of the Constitution.

Stakeholders' Information Sharing Forum

There is need for a platform where the Commission can engage with stakeholders to address some of the impediments to the smooth operations of the courts. To this end, initiative has been taken that will lead to the convening of a stakeholders' conference at which the findings of the court inspection exercise will be shared.

Review of Service Delivery Approaches

The Commission needs to comprehensively review its service delivery approach, especially in the area of civic education in order to reach the highest number of people at the lowest cost. As a beginning the Commission is adopting a method which involves combining leaders from a number of sub counties for a sensitization meeting, instead of moving from one Sub County to another. The Commission has also started process to review and revise the Judicial Service Commission Regulations in order to, among others, shorten the disciplinary procedures.

The Commission intends to enrich the content of the performance management engagements with Judicial Officers to include the criteria used to select Judicial Officers for promotion. This will, hopefully make the promotional exercises more transparent and arguably objective.

Pull the Unfulfilled Mandate to the Fore

The Commission will put emphasis on the areas of its mandate that have hitherto not been satisfactorily executed. The next Commission should be able to conduct studies within the country and in the region with a view to advise government on matters of the law and administration of justice, and above all to make recommendations for the improvement of the terms and conditions of service for Judicial Officers to match that of professional colleagues in neighbouring jurisdictions.

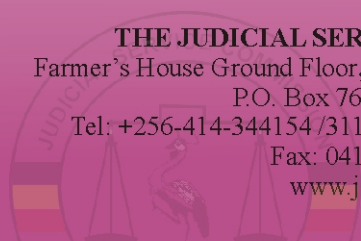
The Commission will engage all stakeholders and well wishers to play their part in facilitating the performance of the functions that have been identified for improvement. The needed support includes, but is not limited to; increased funding by upward revision of the budget ceiling, retooling, skills enhancement among staff members, increased cooperation and better coordination with partners and continuous quality improvement of the services we render to our clients.

Annex 1: JSC staff list as at 30 June 2016

S/N	NAMES	DESIGNATION
1	Vacant	Chairperson
2	Kagole Expedito Kivumbi	Permanent Secretary
3	Sekagya Ronald	Registrar, EPA
4	Mwebembezi Julius	Acting Registrar, PRI
5	Kaali Samuel	Deputy Registrar, PRI
6	Kaima Godfrey	Under Secretary
7	Okumu Janet Apayi	Assistant Commissioner, Human Resource
8	Semyano Faridah	Principal Legal Officer, PRI
9	Allen Rukundo Owembabazi	Principal Legal Officer, PRI
10	Ginamia Melody Ngwatu	Principal Legal Officer, PRI
11	Mugisa Samuel	Principal Legal Officer, EPA
12	Otulu Daniel Nickie	Principal Assistant Secretary
13	Musamali William	Senior Human Resource Officer
14	Nassanga Mariam	Senior Records Officer
15	Aisu Aloysius	Senior Accountant
16	Namayanja Gertrude Batemyeto	Senior Policy Analyst
17	Nalwoga Annet	Senior Personal Secretary
18	Owamazima Justus	Accountant
19	Muhanga Martin	Internal Auditor
20	Nabulime Aminah	Procurement Officer
21	Nabulya Maria Theresa	Communications Officer
22	Kuriigamba Geoffrey	Information Technology Officer
23	Latigo Laker Margaret Susan	Personal Secretary

24	Kulabirawo Josephine Nazziwa	Personal Secretary
25	Namazzi Rebecca	Personal Secretary
26	Bithum Micheal	Assistant Procurement Officer
27	Kamaranzi Evelyn	Legal Clerk
28	Namwanje Rehmur	Legal Clerk
29	Ahimbisibwe Innocent	Legal Clerk
30	Mukera Denis	Legal Clerk
31	Nanfuka Reges	Assistant Records Officer
32	Deborah Mubene	Senior Accounts Assistant
33	Kiizah Pastor	Office Supervisor (on interdiction)
34	Nabukalu Shidah	Pool Stenographer
35	Nalwoga Viola	Pool Stenographer
36	Nakamyia Sarah	Records Assistant
37	Higaya Abdallah	Records Assistant
38	Eriya Balamu	Accounts Assistant
39	Nakubulwa Mary	Office Typist
40	Alungo Sarah	Office Typist
41	Atuhura Miriam	Office Typist
42	Bukirwa Cissy Lukwago	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	Nakalanzi Damalie	Office Attendant
51	Kamuli Eric	Office Attendant
52	Musisi Paul	Office Attendant
53	Godfrey Makhoka	Telephone Operator
54	Mwine Tom Kituruguma	Driver
55	Kalibwani M Bob	Driver
56	Egesa James	Driver
57	Kisitu George William	Driver
58	Zziwa Francis	Driver
59	Kotaki Manyali Joseph	Driver
60	Tufekushaba Enos	Driver



THE JUDICIAL SERVICE COMMISSION

Farmer's House Ground Floor, Plot 6/8 Parliamentary Avenue

P.O. Box 7679, Kampala

Tel: +256-414-344154 /311600, Toll Free 0800100222,

Fax: 0414-254090

www.jsc.go.ug