

Judicial Service Commission

2017/2018 ANNUAL REPORT



People's Bridge to Justice



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Hon. Justice Benjamin I. Kabiito,
Chairperson



Hon. Lady Justice Faith Mwendha
Deputy Chairperson



Hon. William Byaruhanga
Attorney General-Ex Officio



Hon. Justice Jotham Tumwesigye
Member



Dr. Laban Nnini Kirya
Member



Hon. Amongin Aporu Christine
Member



Hon. Rosemary Nyakikongoro
Member



Mrs. Ruth Sebatindira
Member



Ms. Norah Matovu Winyi
Member



Dr. Rose Nassali Lukwago
Permanent Secretary/Secretary

MEMBERS OF THE 5TH JUDICIAL SERVICE COMMISSION



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LIST OF ACRONYMS

AAPComs	Association of African Public Service Commissions
EPA	Education and Public Affairs
F&A	Finance and Administration
FY	Financial Year
GoU	Government of Uganda
ICT	Information, Communication and Technology
IEC	Information, Education and Communication
IFMS	Integrated Financial Management System
JLOS	Justice, Law and Order Sector
JSC	Judicial Service Commission
MoFPED	Ministry of Finance, Planning and Economic Development
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
PAS	Principal Assistant Secretary
PHRO	Principal Human Resource Officer
PLO	Principal Legal Officer
PPP	Public Private Partnership
PPU	Policy & Planning Unit
PRI	Planning, Research and Inspection
SHRO	Senior Human Resource Office
SWAP	Sector Wide Approach

FOREWORD



Hon. Justice Benjamin I. Kabiito,
Chairperson

I have the pleasure to present to you the Judicial Service Commission Annual Report for the Financial Year 2017/2018. This Report presents the achievements and challenges of the Commission for the Financial Year 2017/18, the plans for the Commission and other matters that affect the operation of the Commission in line with the JSC Strategic plan for the period 2016-2019/20.


During the year under review (FY2017/2018), the Commission appointed 51 judicial officers in FY 2017/2018 including the Deputy Chief Justice, 2 Justices of the Supreme Court, 4 Justices of the Court of Appeal, 10 Judges of the High Court, 5 Registrars, 7 Deputy Registrars, 4 Assistant Registrars and 18 Chief Magistrates. This will contribute to the reduction of case backlog in the Judiciary and operationalizing some of the courts that have not been functional due to the limited number of judicial officers.

The Commission through the Disciplinary Committee has continued to handle disciplinary cases against judicial officers where a total of 323 complaints cases were handled. 5 complaints were

recommended for retirement in public interest, dismissal, severe reprimand, reprimand and compensation. Some complaints were recommended for closure for various reasons including: lack of merit; loss of interest by complainant; complaint settled between parties; death of complainant or respondent; and retirement of the judicial officer.

Public education about law and administration of justice was also prioritized in FY 2017/2018 where various areas of law were handled including domestic violence, land law, bail and police bond, sexual offences, Money Lenders Act, marriages and court processes.

My gratitude goes to the Members of the Commission and staff for their dedicated service towards the implementation of the Commission's activities and the various stakeholders in delivery of the Commission's mandate. I also extend appreciation to the Office of the President, the Parliament of Uganda, the Judiciary, development partners, the JLOS Secretariat and Government of Uganda for the support and funding rendered towards the implementation of the Commission's activities and programmes.



Justice Benjamin I. Kabiito
Chairperson Judicial Service Commission

EXECUTIVE SUMMARY

The Judicial Service Commission Annual Report has been compiled to inform our stakeholders, especially members of the public, the Commission's achievements in the financial year 2017/2018. This is necessary because all that we do, we do it on behalf of and for the wellbeing of the people of Uganda. This report is structured into four chapters.

Chapter one introduces JSC to stakeholders. It points out the foundation of our existence as embedded in Article 146 of the Constitution of the Republic of Uganda, 1995(as amended).The chapter also highlights our vision, mission, strategic objectives and values which guide the execution of the Commission's mandate. The organogram depicts the current structure, hierarchy and staffing position.

The second chapter explores the activities carried out by the Commission in the financial year and what we achieved in line with our mandate of recruiting and disciplining judicial officers and educating the public on law and administration of justice,. The Commission conducted radio talk shows, sensitization meetings, prison inmates' workshops and performance management workshops for judicial officers across the country. The Commission also continued to register and process public complaints against judicial officers, and also inspected courts to assess their conditions of service and performance. The Commission also engaged opinion leaders and members of the public in the fight against corruption in the courts of judicature in particular and the justice system in general.

The third chapter of the report highlights what the Judicial Service Commission plans to do in terms of

the said mandate in the financial year 2018/2019. The Commission plans to fill all vacancies as declared by the Judiciary and also scale up the use of multimedia to educate members of the public on matters of law and the administration of justice. The introduction of civic education in schools is an approach that will be rolled out to sensitize young citizens the importance of being aware of the laws and judicial structures of our country. The Judicial Service Commission will continue to investigate complaints against errant judicial officers and take or advise on disciplinary action as the case may be in deserving cases.

The fourth chapter highlights the challenges faced by the Commission in the fulfillment of its mandate and other Government priorities. Some of these challenges include: insufficient funding, limited transport facilities, and inequitable remuneration, among others. The measures identified to overcome these obstacles to optimise performance include: lobbying for additional funds to enable the Commission increase its output; recruitment of staff to fill the structure; and continuous capacity building for staff to increase their effectiveness in performance.



The Commission interfaced with Judicial Officers under Masaka High Court circuit in February 2018 this is in a bid to improve service delivery

CHAPTER ONE

Introduction

The Judicial Service Commission (JSC) is an independent constitutional body established under Article 146 of the Constitution of the Republic of Uganda. The functions of the Commission are set out in Articles 147, 148 and 148A of the Constitution of the Republic of Uganda 1995 as amended, as follows:

To advise the President in the exercise of his powers to appoint persons to hold or act in any of the following constitutionally specified offices, including power to confirm appointments, to exercise disciplinary control over such persons and to remove them from office:

i). The office of Chief Justice, the Deputy Chief Justice, the Principal Judge, a Justice of the Supreme Court, a Justice of Court of Appeal and a Judge of the High Court.

ii). The office of the Chief Registrar and a Registrar.

To review and make recommendations on the terms

and conditions of service of Judges and other Judicial Officers subject to the provisions of the Constitution.

To 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.

To receive and process peoples' recommendations and complaints concerning the Judiciary and the administration of justice and, generally, to act as a link between the people and the Judiciary.

To advise the Government on improving the administration of justice and perform any other

functions prescribed by the Constitution or Parliament.

Subject to the provisions of the Constitution, to appoint persons to hold or act in any judicial office other than those specified in (a) above and confirm appointments in and exercise disciplinary control over persons holding or acting in such offices and remove such persons from office.

In Constitution (Amendment) Act No.12 of 2015, the Commission's mandate was expanded by giving it power to appoint, discipline and remove other staff of the Judiciary. This provision will take effect once an enabling law is put in place by Parliament.

In accordance with Article 147 (1) of the Constitution providing for the Commission to carry out other functions that Parliament may prescribe, the Commission is currently mandated to carry out the following additional roles:

A). 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.

B). The Uganda Communications Act, 1997 grants the Commission powers to recommend to the President persons for appointment as Chairperson and Members of the Uganda Communications Tribunal.

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

D). 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.

E). 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.

Vision

An effective, responsive and efficient judicial service.

Mission

To foster an accountable and effective judicial service through competence-based recruitment, disciplinary control, stakeholder engagement, and public and judicial education.

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 influence, inducement, pressure 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 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:** JSC staff are expected to conduct themselves in a manner consistent with public office 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 strives to ensure 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 its 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.

1.2 Strategic Objectives

1. To identify suitable persons for appointment as Judicial and non-Judicial Officers to all levels of the Courts of Judicature.
2. To review and make recommendations on the terms and conditions of service for Judicial and non-Judicial Officers.
3. To prepare and implement judicial and public legal education programmes.
4. To exercise disciplinary control over Judicial and non-Judicial Officers in accordance with the set ethical standards and codes of conduct.
5. To process people's recommendations and complaints concerning the judiciary and the administration of justice.
6. To strengthen the institutional capacity of JSC to deliver its mandate.

Members of the 5th Judicial Service Commission

No.	Name	Title
1	Hon. Justice Benjamin Kabiito	Chairperson
2	Hon. Lady Justice Faith Mwendha	Deputy Chairperson
3	Hon. William Byaruhanga	Ex-Officio
4	Hon. Justice Jotham Tumwesigye	Member
5	Dr. Laban Nnini Kirya	Member
6	Hon. Amongin Aporu Christine	Member
7	Hon. Rosemary Nyakikongoro	Member
8	Mrs. Ruth Sebatindira	Member
9	Ms. Norah Matovu Winyi	Member
10	Dr. Rose Nassali Lukwago	Secretary

The current Commission which is the fifth since the promulgation of the Constitution in 1995 was sworn in on 5th December 2016.

1.3 Composition and Structure of the Commission

1.3.1 Membership of the Judicial Service Commission

The Membership of the Commission is spelt out under Article 146 of the Constitution as follows:

- A Chairperson who is a person qualified to be appointed as a Justice of the Supreme Court;
- A Deputy Chairperson who is a person qualified to be appointed as a Justice of the Supreme Court;
- Six Members, 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 Secretary who shall be appointed by the President on the advice of the Public Service Commission.



Members of the Commission in a meeting

1.3.2 The Judicial Service Commission Secretariat

The overall responsibility of the Secretariat is to facilitate the Commission in the delivery of its Constitutional mandate. The Secretariat is headed by a Permanent Secretary/Secretary to the JSC who is responsible for:

- a. Organisation and operation of the Commission;
- b. Tendering advice to the Chairperson in respect of the business of the Commission;

- c. Implementing the policies of the Government of Uganda;
- d. Ensuring proper expenditure of funds of the Commission;
- e. Implementing policy decisions of the Commission; the day-to-day administration and management of the affairs of the Commission; and the control of the other staff of the Commission;
- f. Arranging the business for and the recording and keeping the

- minutes of all decisions and proceedings of the Commission and its meetings;
- g. Performing any other function assigned to him/her by the Commission.

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

1.3.2.1 The Directorate of Education and Public Affairs (EPA)

EPA is headed by a Registrar and is responsible for:

- a. Carrying out Civic Education;
- b. Publishing civic education materials on law and administration of justice i.e. books, brochures, news supplements, etc.;

- c. Conducting judicial education;
- d. Secretariat of the EPA Committee;
- e. Performing any other duties assigned by the Permanent Secretary.

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

PRI is headed by a Registrar and performs the following functions:

- a. Receiving and processing peoples' recommendations and complaints concerning the Judiciary and the administration of justice;
- b. Researching about the terms and conditions of service of Judges and other Judicial Officers including Chairpersons, Members and Registrars of Tribunals;

- c. Researching and monitoring the administration of justice;
- d. Preparing proposals for improving the administration of justice through court inspections;
- e. Secretariat of the Disciplinary Committee of the Commission;
- f. Performing any other duties assigned by the Permanent Secretary.

1.3.2.3 The Department of Finance and Administration

The Department is headed by the Under Secretary, and its functions are listed below:

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> a. Planning, budgeting and monitoring the implementation of workplans; b. Acts as a Secretariat to the Commission and coordinates the implementation of Government policies and directives; | <ul style="list-style-type: none"> c. Secretariat for the Search and Recruitment Committee of the Commission; d. Handling the recruitment and disciplinary records of judicial and JSC staff and administrative records; e. Handling public Relations function; f. Managing the Commission's physical assets; g. Financial management; | <ul style="list-style-type: none"> h. Handling the recruitment of judicial staff; i. Handling Public procurement and disposal functions of the Commission; j. Provision of all the necessary logistics for the proper functioning of the Commission. |
|--|---|---|

1.3.3 Committees of the Commission

The 5th Judicial Service Commission established three standing Committees through which business pertaining to the JSC mandate is executed. They include:

- a. Disciplinary Committee:** This Committee is charged with hearing disciplinary cases brought against Judicial Officers and recommending appropriate action to be considered by the full Commission for the final action. Complaints are investigated by the Directorate of PRI and findings presented to the Committee for consideration. The Committee increased the number of sittings from one to four times a month, in addition to two retreats held twice a year to handle disciplinary matters. The increased sittings have resulted into reduction of the case backlog that the 5th Commission inherited.
- b. Search and Recruitment Committee:** This Committee reviews the recruitment requests from the Judiciary and prepares schedules and other preliminary documentation for consideration by the full Commission. The Committee is also responsible for reviewing requests for confirmation in service, acting positions, study leave and such other human resource management requests from the Judiciary and other Government Agencies and Tribunals recommending appropriate action to the full Commission.
- c. Education and Public Affairs Committee:** This Committee is responsible for planning and monitoring implementation of the public and judicial education function and recommending appropriate action to the full Commission.

1.3.4 Technical Management Committees

In addition to the standing committees, the Commission has several technical management committees through which work plans and other technical business of the Commission are managed.

- a. Top Management Committee:** The Chairperson of the Judicial Service Commission chairs this committee members include the Secretary and all the departmental and directorate heads. The Committee sits quarterly to review performance against work plans and other policies for submission to the Commission.
- b. Heads of Department Committee:** This Committee is chaired by the Permanent Secretary/Secretary to the Commission. The Committee sits every month-end to review progress against quarterly work plans and other issues to be considered by the Top Management Committee. The membership of this Committee is Heads of Department and Directorates
- c. Senior Management Committee:** This is chaired by the Permanent Secretary/Secretary to the Commission. The Committee consists of all Heads of Directorates, Departments, Divisions and Units as well as senior level officers. The Committee sits at the end of each quarter to review performance against work plans and make appropriate recommendations to the Top Management Committee for consideration.
- d. Legal Committee:** This Committee is chaired by the Registrar of the Directorate of Planning, Research and Inspections and is

composed of all lawyers who are staff members of the Commission. The Committee's function is to analyse and advise the Permanent Secretary/Secretary to the Commission on legal issues that arise during the execution of its mandate.

e. **Finance Committee:** This Committee, which is a requirement from the Ministry of Finance, Planning and Economic Development, is chaired by the Accounting Officer. Its function is to review budget implementation and take decisions accordingly. The Committee sits once in a quarter after the cash limits have been received from the Ministry of Finance, Planning and Economic Development.

1.4 Staff of JSC

The Judicial Service Commission was restructured in the FY 2015/2016 and the establishment rose from 72 to 112 staff members. Among the changes ushered in by the new structure was the introduction of positions of Senior Legal Officer and Legal Officer in the two directorates of PRI and EPA, as well as establishment of a Communications Unit in the Department of Finance and Administration. By the end of the Financial Year 2017/2018, the Commission had 77 positions filled out of 112. The full staff list and the staff that joined during the FY 2017/2018 are attached as **Annex 1** and **Annex 2** respectively.



JSC staff in a group photo with the Permanent secretary (first row 5th from the right)

1.4.1 Staffing Changes

During the period under review, the Commission experienced a number of staff changes for various reasons as highlighted in the tables below:

Table 1: Transfers to the Commission

Name	Title	Remarks
Ms. Amoding Jennifer	Principal Human Resource Officer	Transferred from Public Service Commission
Ms. Babirye Sophia	Senior Records Officer	Transferred from the Ministry of Local Government

Table 2: Transfers from the Commission

Name	Title	Remark
Ms. Nassanga Mariam	Senior Records Officer	Transferred to Ministry of Health
Ms. Nabukalu Sharifa	Pool stenographer	Transferred to the Ministry of Local Government

Table 3: Officers who Left Service for Other Reasons

Name	Title	Remark
Ms. Mubene Deborah	Senior Accounts Assistant	Mandatory retirement on attainment of retirement age

1.4.2 Staffing Challenges

The Judicial Service Commission is faced with the challenge of vacant positions at different levels; for instance, the positions of Registrar/PRI and Deputy Registrar/EPA have remained vacant for over three

years. The amendment of the Judicial Service Act with the provision to recruit its staff will enable the Commission to fill the vacant positions which are taking too long to be filled by Public Service Commission.

1.5 JSC Budget Structure

In Financial Year 2017/2018, the JSC operated under four Programmes drawn from the mandate of the Commission with six contributing outputs as outlined below:

- i. Programme 10: Recruitment and Discipline of Judicial Officers.
Outputs under Programme 10;
07: Recruitment Search and selection
08: Discipline, rewards and sanction function
- ii. Programme 18: Public legal awareness and Judicial education
Output under Programme 18
09: Public legal awareness for administration of justice
10: Judicial Education for administration of justice



Gulu Sensitization; As part of our objectives on civic education we periodically visit and engage with citizens in their communities



Commissioner Christine Amongin Aporu addressing Kumi District leaders on the mandate of Judicial Service Commission

- iii. Programme 19: Complaints management and advisory services
Outputs under Programme 19;
11: Public complaints management system
13 Research and planning for administration of justice
- iv. Programme 25: General administration, planning, policy and support services.
Output under Programme 25
01: Finance and Administration
04: Internal Audit
05: Human Resource Function
12: Planning and Policy Function
0390: Judicial Service Commission (Development)

CHAPTER TWO

2.1 Physical performance of the Commission during the Financial Year 2017/18

2.1.1 Recruitment of Judicial Officers

The Judicial Service Commission filled 51 vacant positions in the judiciary. Specifically, the Commission recommended appointment of the Deputy Chief Justice, 2 Justices of the Supreme Court, 4 Justices of the Court of Appeal, 10 High Court Judges and 5 Registrars.

The Commission appointed 7 Deputy Registrars, 4 Assistant Registrars and 18 Chief Magistrates. Details of the judicial officers recruited during the financial year are shown in **Annex 3**.

In partnership with the Judicial Training Institute, JSC participated in the induction of the newly recruited judicial offices to prepare them for meeting the challenges and demands of the new offices to which they had been appointed.



The Chairperson JSC and Members of the Commission after a meeting with newly inducted Judges of the High Court at the Judicial Training Institute in Nakawa

2.1.2 Discipline of Judicial Officers

The Judicial Service Commission received 124 complaints in 2017/2018 compared to 157 received in 2016/2017. The complaints were registered by 79 males, 23 females and 22 groups of people /institutions. This increased the number of complaints in the system from 426 brought forward from FY 2016/2017 to 550 complaints. The Commission disposed of 323 complaints in 2017/2018

compared to 287 handled in 2016/2017. The complaints handled majorly fell in the following categories;

1. Delayed delivery of judgments and rulings.
2. Delays in refund of cash bail deposits.
3. Deliberate loss or misplacement of court records.
4. Solicitation of bribes and other forms of gratification.
5. Failure or delay to avail certified copies of judgments and records of proceedings for the intended appellants.
6. Lack of integrity in private financial transactions.
7. Recording of cash bail on the bond forms as non cash bail.
8. Failure/refusal to issue receipts for received official funds.

9. Abuse of execution process such as excessive attachment, under valuation, fake sales and conversion of the proceeds of execution
10. Connivance with court bailiffs to defraud.
11. Deliberate failure to comply with execution procedures

Out of the 323 complaints disposed of, 318 were closed due to lack of merit, loss of interest in the matter by the complainant, complaint settled between parties, death of the complainant or respondent, retirement of the judicial officer, complainant could not be traced to obtain better particulars and committee could not establish any misconduct. 5 cases ended in sanctions as shown in the table below.

Disciplinary Action	Number
Retirement in public interest	1
Dismissal	1
Severe Reprimand	1
Reprimand	1
Order for Compensation	1

2.1.3 Public Complaints System

To ensure that the public understands the use of the public complaints system, the Commission conducted 5 public complaints sensitisation meetings in Kitgum, Buhweju, Kasese, Kiruhura and Busia districts. The sub-counties reached include Daban, Western and Eastern division, Namanyonyi, Bungakho-Mutoto and Kasakye sub counties among others. The members of the public were sensitised about the Judicial Service Commission mandate, complaints handling

and processing procedures and administrative sanctions imposed on errant judicial officers.

The Commission registered a total of 124 complaints against judicial officers during the period under review. The complaints were received through the five established channels which included; physical visit to the JSC 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).

The use of the toll free telephone lines has become the preferred medium for lodging of complaints on alleged judicial misconduct. The Commission received a total of 5,040 calls from all over the country in the period July 2017 to June 2018. 186 complaints on alleged judicial misconduct were received. The table below shows the geographical distribution of the calls received at the Commission through its toll free telephone lines.

Table 10: Geographical Distribution of Toll Free Telephone Calls

Region	No. of Calls	Top three districts
Central	1356	Kiboga, Mubende and Wakiso
Eastern	1326	Iganga, Mbale and Mayuge
South/ South Western	1505	Kibale, Mbarara and Masindi
Northern	853	Nebbi, Lira and Zombo
Total	5,040	

The issues raised through the calls included:

Table 11: Summary of Issues Raised through Toll free Calls

Category of Issues	No. of Calls
Seeking legal advice	3257
Complaints about court processes	186
Request for IEC Materials	232
Follow up on Complaints	257
Expression of Appreciation to JSC	61
Suggestions for administration of justice	83
Issues outside JSC mandate	964
Total	

All complaints that were found to be outside the mandate of the Commission were referred to the relevant institutions in line with the referral mechanism in place. 964 calls of such a nature were received during the year.

The Commission investigated 95 complaints from 34 districts/magisterial areas during the year. The locations where the investigations were carried out are as shown below:

Table 4: Districts where Investigations were carried out by Region

Central	Eastern	Western	Northern
Kiboga	Kapchorwa	Masindi	Arua
Kakiri	Mbale	Kabale	Lira
Mityana	Pallisa	Kasese	Abim
Masaka	Jinja	Ibanda	
Kyazanga	Kamuli	Fortportal	
Mubende	Nagongera	Bushenyi	
Mukono	Iganga	Mbarara	
Lwengo		Hoima	
Sembabule		Bundibugyo	
Nsangi			
Mpigi			
Kasangati			
Kagoma			
Mukono			
Nakawa			
Buganda Road			

2.1.4 Public Legal Education

2.1.4.1 District sensitization workshops

The Commission as the people's bridge to justice conducted public legal education through 18 district sensitization workshops in Gulu, Arua (Ofaka), Sheema(Kabwohe), Kapchorwa, Butambala, Apac, Ntungamo,

Kasese, Kyankwanzi, Kabarole, Kaberamaido, Kumi, Kayunga, Kamuli, Tororo, Kaabong, Kotido and Moroto where over 3000 people participated. The members of the public were educated about the mandate and functions of JSC; the role of the public in administration of justice; land laws; domestic violence laws; bail and police bond, sexual offences; marriages; and court processes.



JSC staff sensitising Kumi District leaders about Law and Administration of Justice in Uganda. The leaders were given a copy of the Citizen's Handbook, a guide on various laws and institutions that aid justice delivery in Uganda.

2.1.4.2 Legal education in schools

The Commission carried out sensitization in schools in the districts of Yumbe, Arua, Koboko, Amuria, Jinja, Kumi and Kitgum where a total of 8,176 students were reached in the following schools.

School	Number of students/pupil
Nile Vocational Institute	1,033 students
Busoga College Mwiri	600
Kumi University	195
Kitgum Public primary School	450
St. Janan Luwum Primary School	487
Kitgum Prison Primary School	465
Arua Public Primary	473
Kochi Secondary School	473
Amuria Secondary School	400
Kuju Secondary School	500
Yumbe	2,500
St. Mary's Ediofe Girls Secondary School	600

2.1.4.3 Engagements with Police

The Commission also had engagements with the Police in West Nile Region and Wamala Region. The interaction with Police brought to light many challenges faced in administration of justice including:

1. Inadequate provision of fuel to police posts explaining the public outcry that police asks complainants to pay money before suspects are apprehended or arrested.
2. Inadequate on job training.
3. Insufficient transport.
4. Irregularities in the promotion of officers.

2.1.4.4 Radio and Television Talk Shows

In order to reach out to a large number of people, the Commission used the radio and television through 99 radio talk shows in the districts of Kampala (K.FMand C.B.S), Mpigi, Nakasongola, Mityana, Masaka, Mbarara, Kabale, Bundibugyo, Kiryandongo, Jinja, Fortportal, Kiruhura, Kabarole, Kiboga, Masindi, Busia, , Gulu, Moroto, kotido, kitgum, Soroti, Kaberamaido , Kayunga, Kamuli, Tororo, Arua, Zombo, Lira, Mbale, Kapchorwa, Kalangala, Adjumani, Kanungu, Rukungiri, Mubende, Sembabule, Apac, Kasese, Bushenyi and Kisoro. The districts focused on were building on those that were reached in financial year 2016/2017.

The Commission held 20 television talk shows on UBC television, Spark TV and NTV. The role and mandate of JSC, land laws, police bond, court bail and plea-bargaining, gender based violence and sexual offences, mob justice and succession law and moneylenders' regulations were discussed. Critical to note from the talk shows are:

1. Public outcry about the Uganda Police Force activities (arrests, bribery, fraud and delayed investigations).
2. Increased fraud by money lenders,
3. Delayed land justice delivery,
4. Increased domestic violence especially economic abuse against women,
5. Increased child marriages covered up by the communities,
6. Increased abuse of widows due to ignorance of the law and financial incapacity to obtain legal representation.
7. Children's demand for land from their elderly parents as though it were their right; which has fueled domestic violence.

2.1.4.5 Prisons Inmates' Workshops



The Commission held 5 prison inmates' workshops in Bushenyi, Mbale (Maluku), Kayunga, Ntenjeru, Lusaana and Kangulumira Government prisons where over 1600 prisoners were sensitised about the role of JSC in administration of justice, trial procedure, Rights of prisoners in Uganda, and succession law.

JSC, together with Uganda Prisons Services and Office of the Director of Public Prosecutions conducting sensitization on Prison inmates' Rights in Bushenyi Government Prison

2.1.5 Anti-Corruption Activities

The Commission held anti-corruption barazas in the districts of Kapchorwa, Bukwo, Bulambuli, Kamwenge, Kabarole, Mayuge (subcounties of Kityerera, Kigandalo, and Baitambogwe), Kiryandongo, Masindi, and Kiboga where 800 people participated. The Barazas were used to get quick 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 accessing court services.

2.1.6 Judicial Education

The Commission had engagements with judicial officers from Gulu, Lira, Masaka, Jinja, Mbale, Mbarara, Mpigi and Kabale High Court circuits. A total of 133 judicial officers participated in the workshops. Mental preparedness, mindset change and other topics were discussed.

2.1.7 Research and Planning for Administration of Justice

2.1.7.1 Inspection of Courts

To ensure that the Commission is kept abreast on the operations of courts, inspections in 31 magisterial areas were conducted across the country during the financial year 2017/2018. The table below shows the High Court circuits and magisterial areas that were inspected by region

Table 5: List of Magisterial Areas and Courts Inspected

Central	Eastern	Western	Northern
Lugazi	Busia	Ibanda	Oyam
Njeru	Serere	Kiruhura	Apach
Kasangati	Kaliro		Aduku
Wakiso	Busembatya		Pader
Kakiri			Potango
Industrial Court			Kaberaido
High Court Family Division			Arua
Nakawa			Nebbi
Wobulenzi			
Ngoma			
Luwero			
Mubende			
Nabweru			
Nakasongola			
Masaka			

The reports of the findings of these inspections were consolidated and shared with key stakeholders. However, the key findings from the exercise were:

a. The poor facilitation of courts. The operational funds sent to courts from the Judiciary are inadequate. This leaves many courts unable to meet some of the most basic of their needs like judicial officers failing to conduct the locus visits in the process of hearing land cases. This eventually leads to delay in disposal of cases, accumulation of backlog and reduction of confidence in the court processes by court users.

b. Inadequate pay for judicial officers which in turn leads to low motivation and morale at work.

c. Sanitary facilities in some courts like Kasangati were wanting. In some courts, the flush toilet systems had collapsed; while in others the pit latrines were in a sorry state.

d. Some 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 repairs including minor ones. Once vehicles were taken to headquarters for repair, they would take long to be worked on.

e. Insufficient human resource compliments for most upcountry courts with some employees on contract basis. No immediate plans to have these staff regularized in the public service

2.1.8 Subscription to Professional Bodies

The Commission continued to subscribe for its staff members who are professional lawyers to the Uganda Law Society, and the accountants to ICPAU, ACCA and CIPS. The subscriptions enable staff to network and interact with professional colleagues and also benefit fr

2.1.9 Administration and Human Resource Management

In order to deliver the above outputs, various administrative and human resource support activities were undertaken as follows:

- The Commission interacted with the JLOS Development partners who pledged to give the JSC more support;
- Staff were immunized against Hepatitis B and yellow fever;
- Pension and gratuity expenses were paid;

- d. Staff capacity was enhanced in terms of training;
- e. The IPPS was maintained and kept up to date;
- f. 200 copies of the Annual Report 2016/17 and 300 copies of the Strategic plan were printed and circulated;
- g. Goods and services were procured;
- h. The quarterly and annual performance reports as well as the budget for the next financial year were prepared;
- i. Administrative support was provided in terms of timely payment of salaries, provision of staff welfare, payment for internet services, hosting JSC website, servicing of computers, cleaning and garbage collection services, corporate wear was delivered to staff and JSC website domain was renewed;
- j. The IFMS equipment was competently maintained and this allowed submission of complete, accurate financial statements;
- k. The budget for Financial Year 2018/2019 was prepared and duly approved in a participatory process

2.1.10 Monitoring and Evaluation

Monitoring and Evaluation Exercises was undertaken in Ntungamo, Kiruhura, Rukungiri, Kanungu, Gulu, Kitgum, Amuru, Pader, Masaka, Kalangala, Lyantonde, Rakai, Kapchorwa, Bukwo, Bulambuli, Nagongera, Tororo, Busia, Mbale, Pallisa, Kiboga, Mityana, Mubende, Kyenjojo, Kamwenge, Kabarole, Lwengo, Kyazanga, Bukomansimbi, Kalungu, Fortportal, Kasese, Luwero, Nakaseke, Masindi, Hoima, Kampala, Nabweru, Mpigi, Wakiso, Moroto, Lira, Kotido, Kabong, Abim, Apac, Pader, Oyam, Mbarara, Bushenyi, Buhweju, Ibanda, Sheema, Kamuli, Busembatya, Iganga, Namutumba and Nakapiripirit districts/magisterial areas. These exercises were meant to assess the impact of the Commission in the 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 competencies 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 other things the following;

i. 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 with some of the leaders invited for the workshops not educating their citizens. 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.

ii. Concerns were raised against JSC for recruiting lawyers from outside the Judiciary onto the higher bench; instead of promoting those from within. In response, it was explained that there was need to recruit suitable candidates from outside the Judiciary in order to bring in fresh blood, skills and diversity.

iii. The Courts were not operating at their optimum levels due to various factors including; understaffing, poor facilitation and low morale among staff in hard to reach areas.

iv. Concerns were raised that disciplinary actions were concentrated mainly against judicial officers of the lower bench. In response it was explained that there were some cases involving judicial officers on the upper bench under investigation and due process.

2.1.11 Internal Audit

In the Financial Year 2017/2017, the Internal Audit Unit produced four quarterly audit reports on the physical and financial performance of the Commission. Value for money audit trips were carried out in the districts of Bukwo, Bulambuli, Mbale, Gulu, Lira, Kileleshwa, Oyam, Arua, Koboko, Yumbe and Nebbi.

2.1.12 Development Expenditure

The Commission procured the following items

Item Procured	Quantity procured	
	G.O.U funding	JLOS funding
Station Wagon	1	0
Double Cabin Pickup	0	1
Computers	5	5
Chairs	18	0

2.2 Financial Performance for FY 2017/2018

In the year under review, the budget of the Commission was increased from UGX 3.375 billion in FY 2016/2017 to UGX 8.562 billion. The funds appropriated, released and spent for the FY 2017/2018 from both GoU and JLOS sector wide funding were as follows:-

Table 6: Funds Appropriated, Released and spent under JSC under GoU

Detail	Budget UGX ('000)	Release UGX ('000)	Spent UGX ('000)
Non-wage Recurrent	6,419,000	6,369,000,000	6,358,000,000
Wage	1,904,000	1,904,000,000	957,000,000
Development	239,000	289,000	288,000
Total	8,562,000	8,562,000	7,604,000

The table above shows that the Commission spent 88.8% of the total release. There were unspent funds under wage due to the unfilled positions including those of one Registrar, two Deputy Registrars, one Principal Legal Officer and eight Senior Legal Officers among others. The unspent funds released under non-wage were due to cancelled purchase requisitions at the end of the financial year.

Table 7: Appropriation of funds per program for FY 2017/2018 (GOU)

Program	Budget UGX'000	Spent ('000)	% age of budget Spent
Recruitment and discipline of Judicial Officers	1,440,000	1,360,000	94.4
Public Legal aware ness and judicial education	1,500,000	1,180,000	78.6
Complaints management and advisory services	1,270,000	890,000	70.1
General administration, planning, policy and support services	4,342,000	3,886,000	89.5
Capital Development	239,000	288,000	120.5
Total	8,562,000	7,604,000	88.8

The Commission further received a total of UGX 981,320,000 for implementation of its planned activities for financial year 2017/2018 through the JLOS SWAP arrangement. The funds that JSC received under the JLOS SWAP arrangement and how they were broadly utilized are as detailed in the table below:

Table 8: Financial Performance for FY 2017/2018 under JLOS SWAP.

Activity	Approved Budget UGX ('000)	Release ('000)	Spent ('000)	% Absorption
Recruitment, appointment, promotion and confirmation of judicial officers at all levels	164,000	94,000	93,164	99.1%
Court inspection and follow up Actions in 12 magisterial areas and high court circuits	58,200	58,200	58,200	100%
Conduct radio sensitizations and popularization of new laws	120,000	120,000	117,463	98%
Judicial education (performance management workshop for 20 judicial officers)	33,600	33,600	31,419	93.5%
Sponsoring music dance and drama partnering with ministry of Education on anti-corruption in justice agencies	27,520	27,520	27,520	100%
Conduct 10 anti-corruption barazas	133,500	122,000	117,059	96%
Procure computers and printers for 5 legal officers to aid investigations	25,000	25,000	24,957.8	99.8%
Train 5 staff in Human Rights	5,000	5,000	-	0
Purchase of motor vehicle for investigations	180,000	180,000	169,590	94%
Clear corruption related complaints against errant judicial Officers	260,000	316,000	307,995	97.5%

The table above shows that the Commission received 97.5% of the approved budget for implementation of the Sector SWAP work plan activities for FY 2017/2018. The average absorption of the funds released was 96.5%. More funding is however required to implement the Commission's activities.

CHAPTER THREE

3.0 Planned activities for financial year 2018/19

The Commission expects to receive a total of UGX 9,997,812,000 (Uganda Shillings Nine billion nine hundred ninety seven million eight hundred twelve thousand only) through Government of Uganda and UGX 2,206,939,000 (Uganda Shillings two billion two hundred and six million, nine hundred thirty nine thousand) through JLOS SWAP funding. The details of the expected funding of the activities of the Commission are shown in the tables below:

Table 14: Summary of GoU budget for FY 2018/2019

Item	Approved Estimates(UGX '000)
Wage	1,978,959
Non-wage	7,526,057
Development	238,797
Total Budget	9,997,812

Table 15: Approved Budget per output for the FY 2018/2019 (GOU)

Output	Budget (UGX '000)	%age budget allocation
Recruitment search and selection function	1,158,770	11.59
Discipline, rewards and sanction function	502,500	5.02
Public legal awareness for administration of justice	957,985	9.58
Judicial education for administration of justice	286,949	2.87
Public complaints management system	698,335	6.98
Research and planning for administration of justice	356,236	3.56
Finance and Administration	3,794,729	37.96
Internal Audit	100,569	1.01
Human Resource function	1,530,004	15.30
Planning and Policy function	118,939	1.19
Development	492,797	4.93
Total	9,997,812	100

In line with the approved budget for FY 2018/19, JSC intends to implement the following activities

eligible judicial officers upon recommendation received from the Judiciary.

3.1 Recruitment, Search and Selection

The Commission plans to fill all vacant positions declared by the Judiciary for both the lower and upper bench in financial 2018/2019. Some positions will be filled through promotion of deserving judicial officers already in the system. In addition, the Commission will also confirm all

3.2 Discipline and rewards

The Commission plans to handle all disciplinary cases arising out of complaints against the errant judicial officers. All complaints will be thoroughly investigated by the JSC investigators in partnership with police and other bodies. The Commission will also endeavor to clear the 227 complaints in the system by the close of the financial year to at least 70%.

Table 16: Projected Budget Allocations per Activity for the FY 2018/2019 (JLOS)

Output	Budget ('000)	Percentage (%)
Recruitment of Judicial Officers	84,000	3.81
Judicial Education	42,000	1.90
Attachment of a member of Commission and staff for best practices	70,000	—
Automation of JSC business processes	300,000	13.59
Court inspections	55,800	2.53
Developing M&E framework	33,000	1.49
Developing performance standards for court inspections	30,000	1.35
Procure Vehicle	180,000	8.15
Establishment of 3 regional offices	99,400	—
Design and printing JSC client Charter	50,000	2.26
Stakeholders forum	23,250	1.05
Procure equipment for public sensitizations	27,500	1.24
Developing brochures and posters	120,000	5.43
Staff capacity building in citizens engagement	70,000	3.17
Establishment of radio station (JLOS FM)	130,000	5.89
Running radio jingles	100,000	4.53
Anti-corruption Barazas	226,625	10.26
Public complaints sensitizations	92,864	4.20
Capacity building for investigators	50,000	2.26
Send SMS about JSC public complaints system	50,000	2.26

3.2.1 Investigation of Cases

The Commission will ensure prompt handling of complaints received. In the FY 2018/2019, the Commission plans to investigate 150 complaints cases. However, there are some complaints still subject to further investigations from previous years. This explains the variance between projected cases to be registered and cases to be investigated.

3.2.2 Disciplinary Committee Meetings

The Commission will hold 36 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 issues before their cases are resolved. The Commission undertakes to meet all the expenses incurred by the complainants and their witnesses. In FY 2018/2019 it is estimated that a total of 35 complainants and 70 complainants' witnesses will be required to appear before the Disciplinary Committee.

In addition, the Commission plans to hold two Disciplinary Committee retreats for five days each to facilitate the clearing of case backlog.



3.2.3 Public Complaints System

The Commission has several avenues of receiving 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 are:

a. Physical Registration

The Commission encourages all persons with suggestions or complaints about the courts, and are able, to physically visit our offices on 6th, 7th, and 8th Floor, Lotis Towers, Plot 16 Mackinon Road Kampala.

b. Use of Toll Free Telephone

The Commission has 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**. Use of the toll free lines by the members of the public will continue to be encouraged and service will continue to be provided.

c. Use of Suggestion/Complaints Boxes

The Commission has over the years installed suggestion/complaints boxes at District Local

Government, Municipal Council, Town Council and Sub County Offices. The Commission will continue to retrieve complaints/suggestions from these boxes on a monthly basis and take appropriate action.

d. Postal Services

The Commission will continue to maintain the postal services and encourages members of the public and private spheres to make use of it in pursuit of justice. All correspondences should be addressed to the Secretary, Judicial Service Commission P.O. Box 7679, Kampala.

e. Electronic mail services

The Commission has a vibrant website at www.jsc.go.ug and an email address: info@jsc.go.ug through which we can be contacted.

We project to register a total of 120 new complaints which will all be subjected to the established process for appropriate resolution. We undertake to acknowledge receipt of all complaints/communications and to keep the complainants informed of the progress being made of their complaints.

3.2.4 Sensitization on the Public Complaints Management System

The Commission will hold 14 sensitisation workshops about the Public Complaints System. It is hoped that this will not only increase awareness on the Complaints Management System but also build public confidence in the system that has been established to check abuse of authority in the courts and unethical behavior by Judicial Officers.

3.3 Public legal education

3.3.1 Citizens Hand book

Judicial Service Commission will revise and print the new edition of the Citizens' Handbook and also embark on the process of translating it into local languages such as Lumasaba and Kupsabiny for distribution to stakeholders/public.

3.3.2 Sensitization Meetings

The Commission will conduct public sensitization workshops about law and administration of justice in various districts of the country. The workshops are meant to sensitize the local community and opinion

leaders on matters of the law and administration of justice thereby influencing the justice seeking habits of the public. The sensitizations will target schools, market places and police stations.

3.3.3 Prisons Inmates Workshops

The Commission will conduct 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.

3.3.4 Radio jingles and Television spot message

The Commission will conduct public awareness campaigns on matters of the law and administration of justice through airing of radio jingles and television spot messages in different parts of the country. The jingles and spot messages will convey messages about succession law, domestic violence, marriage laws, children's rights, and any new laws.

3.3.5 JLOS Radio

The Commission will host the JLOS FM radio station which all JLOS institutions can use to educate the public about the law and administration of justice. The station will be based at the Commission Headquarters and aired countrywide.

3.4 Judicial Education for administration of justice




The Commission will hold four judicial education workshops on performance management, discipline and good management practices. The workshops will take place in High Court Circuits in the four traditional regions of Uganda which have not had the chance to participate before.

3.5 Resource Centre

The Commission will also continue to pay subscription to the Uganda gazette so that the resource center is supplied with current information which will be used to enrich the information used to sensitize the public.



3.6 IEC Materials


The Commission also plans to produce and disseminate IEC materials. This will be in form of posters, billboards, brochures, fliers and stickers. The Commission will also produce a drama skit on anti-corruption to sensitize and galvanize the public in the fight against corruption and maladministration.

JUDICIAL SERVICE COMMISSION

Have you been asked for a BRIBE by



PLEASE report to the JUDICIAL SERVICE COMMISSION NOW on:-

Toll free lines, 0800100221 or 0800100222

Lotis House, 6th, 7th and 8th Floor, Plot 16, Army Avenue.
P. O. BOX 7679, Kampala, Tel: +256 414 344154, +256 414 311600, Fax: 0414 254 090,
Email: info@jsc.go.ug, Website: www.jsc.go.ug

This message is supported by the Justice, Law and Order Sector (JLOS)

3.7 Anti-Corruption Drive

The Commission will conduct anti-corruption barazas in 25 districts. During these meetings, the Commission will engage with the members of public, advocates, judicial officers and JLOS stakeholders on the evil of corruption in the Judiciary and seek their support to combat it.

3.8 Research and Planning for Administration of Justice

3.8.1 Court Inspection

The Commission plans to inspect courts in fourteen (14) magisterial areas in the FY 2018/2019. The inspections are meant to acquaint the Commission with the conditions under which Judicial Officers work in various parts of the country. This will create an informed basis on which the Commission can advise Government on the terms and conditions of service of Judicial Officers and state of court infrastructure.

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

3.8.2 Development of performance standards

The Commission plans to partner with the judiciary to develop performance standards.

3.8.3 Study on the efficacy of the current Public Complaints System

The Commission plans to conduct a research on the efficacy of the public complaints system. This research will point out the gaps in the complaints handling channels and suggest interventions for a more responsive system.

3.8.4 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 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 continuous Professional Development programmes organized by these bodies. It will also help the Commission to continue receiving professional journals and other relevant publications.

3.9 Establishment of Regional offices

JSC intends to operationalize regional offices in response to the JLOS Strategic Development Plan (SDP IV 2017-2020) objective of deconsecrating service delivery to county level beginning with Moroto district

3.10 Finance and Administration

Administrative support services will continue to be provided and key outputs include:

- Revising the Clients Service Charter;
- Facilitation of twenty four (24) Commission meetings;
- Timely payment of members' allowances and staff salaries to guarantee minimum standards of staff welfare;
- Induction of newly recruited staff;
- Uninterrupted provision of utilities, i.e. electricity, telephone services and water;
- Secure and clean working environment;
- Health services for staff;
- Provision of internet and other IT services;
- Renewal of JSC Website Domain and hosting as well as maintaining and updating it;
- Provision of consumable supplies such as office stationery, toner cartridges etc;
- Payment of rent for office space;
- Maintenance of motor vehicles;
- Servicing and repair of office equipment, including IFMS and IPPS;
- Procurement of staff uniforms and corporate wear;
- Subscription to three professional bodies i.e. AAPAM, ESAAG, and AAP Coms.
- Postage and courier services.

3.11 Internal Audit

The Internal Audit Unit will continue to provide assurance services to management on a day to day basis through audit reports. Particularly, the unit will:

- Analyse internal processes with focus on internal control systems, checks and balances with appropriate recommendations to management;
- Carry out Risk assessment, with clear categorisation of long and short term risks and the remedial actions to address or avert the risks;
- Monitor the implementation of the risk management policy;

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

3.12 Human Resource Management

The human resource management function will be executed in the following ways;

- Payment of pension and gratuity;
- Management of IPPS;
- Timely payment of staff salaries;
- Conducting staff performance appraisal;
- Submitting the Commission's staffing requirements to Public Service Commission;
- Liaising with the Judiciary on their human resource needs;
- Management of incapacity and death.

3.13 Capacity building

The Commission recognises the importance of having its members of staff with appropriate work skills, attitude and adaption to change. JSC therefore plans to sponsor staff members for refresher training.

A comprehensive induction programme to enable newly employed or transferred staff to smoothly assimilate into the JSC fraternity and quickly internalise its core values and best practices will be conducted.

3.14 Implementation of HIV Workplace Policy

The implementation of the HIV/AIDS workplace policy will continue, with the aim of attaining zero workplace infections, zero workplace stigma and zero AIDS related employee death.

The Commission shall continue to engage experts to sensitise the staff and reinforce positive behaviour among them aimed at prevention of HIV transmission. The other areas that the Commission shall focus on are: drug adherence, nutrition and other 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.

JSC will continue to engage with organisations 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. for further support in implementing the HIV workplace policy

3.15 Planning and Policy function

JSC will prioritize strengthening of the Policy and Planning Unit to ensure a smooth, reliable and effective planning and reporting process. The unit will specifically;

- Prepare the Budget Framework Paper and work plan for FY 2019/2020;
- Prepare the Ministerial Policy Statement;
- Prepare quarterly performance reports;
- Coordinate preparation of the strategic plan for the next planning period (2021-2024);
- Preparation of the JSC annual report 2017/2018.

3.16 Monitoring and Evaluation

The Commission plans to conduct monitoring and evaluation exercises in forty eight districts to assess coverage and effectiveness of the JSC activities and make proposals for improvement as appropriate. 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.

There is also a plan to develop an M&E framework for assessing the Judicial Service Commission service delivery to the public.

3.17 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 an Inspection mandate jointly carry out inspection of local governments. This is meant to reduce on time spent by local governments receiving and attending to inspection teams from different Ministries, Departments and Agencies.

3.18 Development (Capital Purchase)

The Commission will purchase the following capital items:

- Two vehicles to facilitate the JSC work (one funded by GoU and the other by JLOS).
- Office Furniture, and Assorted ICT Equipment.



JUDICIAL SERVICE COMMISSION

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- Do you have need for awareness on the Law?

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Plot 16, Army Avenue.**

P. O. BOX 7679, Kampala, Tel: +256 414 344154, +256 414 311600, Fax: 0414 254 090,
Email: info@jsc.go.ug, Website: www.jsc.go.ug

4.1 Challenges

The Judicial Service Commission encountered a number of challenges during the implementation of its activities in the last financial year. Those challenges continue to manifest in the implementation of the JSC mandate as outlined below.

4.1.1 Inadequate funding

The Commission is faced with a challenge of hugely unfunded training, and public legal education activities on law and administration of justice. The little funding in the previous financial year was used to cover only 48 districts out of 121 districts more over the civic education hardly covered the entire districts reached; this translated to coverage of about 39.6%. 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.

4.1.2 Lack of countrywide presence

Given JSC's mandate that requires it to reach out to the public and be accessible to the entire population, the presence of the Commission only in Kampala remains a challenge; thereby requiring the Commission to traverse the country. This is quite costly. The public cannot also easily reach the Commission thus denial of the population of its constitutional right.

4.1.3 Inadequate transport

The Public Complaints System and the Public Awareness campaigns require JSC officers to traverse the country to raise awareness of their rights and responsibilities, collecting people's complaints and suggestions regarding the administration of justice in Uganda among others. However, shortage of funds for acquisition of a requisite fleet of vehicles has greatly affected these 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 problem has been worsened by the ageing fleet, hard to reach areas and difficult terrain.

4.1.4 Inadequate staff remuneration

The poor staff remuneration at the Commission has led to the inability to attract high caliber personell especially the legal professionals. 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. This has resulted in key positions of Registrar, Deputy Registrar and Principal Legal Officer remaining vacant for long which constrains performance and service delivery.

4.1.5 Unfulfilled Mandate

Owing to the shortage of human, financial and operational resources, the Commission has constraints in the discharge of its constitutional mandate.

The functions that have not been adequately performed as required are:

- Advising government on matters of the law and administration of justice;
- Making regular recommendation to government on the terms and conditions of service of judicial officers;
- Education of the public on the law and administration of justice;
- Training of Judicial Officers which is currently limited to: approval of study leave for judicial officers and four performance management workshops. The Commission has not been able to adequately prepare the newly recruited Judicial Officers to deliver on their roles effectively.



4.2 Recommendations to Address the Challenges

4.2.1 Increasing the Commission's budget

There is need to increase the Commission's budget to the level envisaged in the Strategic Plan to enable full implementation of the Commission's mandate particularly public legal and judicial education; and investigation of public recommendations and complaints.

4.2.2 Accommodation and Regional Offices

The Commission is exploring ways to own office space for Headquarters and Regional Offices in a bid to save funds for rent and to take services nearer to the population respectively. There is also an anticipated JLOS House that will accommodate all JLOS institutions or engaging a PPP using funds provided for rent.

4.2.3 Staffing challenges

There is need for Government to increase salaries and harmonise the pay structure service wide to enable the Commission attract the legal professionals.

4.2.4 Full implementation of the Commission's mandate

The Commission through its Committees had developed programs, work plans and budgets aimed at ensuring that all the functions as provided for in the Constitution are performed effectively. However as indicated earlier, there is need for additional funds for effective implementation of the mandate.



Annex 1: JSC staff list as at 30 June 2017

S/N	NAMES	DESIGNATION
1.	Dr. Rose Nassali Lukwago	Permanent Secretary
2.	Mr. Sekagya Ronald	Registrar , EPA
3.	Mr. Mwebembezi Julius	Deputy Registrar, Pri (Ag. Registrar PRI)
4.	Mr. Kaali Samuel	Deputy Registrar
5.	Ms. Okumu Janet Apayi	Assistant Commissioner, Human Resource
6.	Ms. Semyano Faridah	Principle Legal Officer, PRI
7.	Ms. Allen Rukundo Owembabazi	Principle Legal Officer, PRI
8.	Ms. Ginamia Melody Ngwatu	Principle Legal Officer, PRI
9.	Mr. Mugisa Samuel	Principle Legal Officer, EPA
10.	Ms. Kasande Maureen Owere	Principle Assistant Secretary (Ag. Under Secretary)
11.	Ms. Ajok Betty	Principle Legal Officer
12.	Ms. Amondong Jennifer	Principle Human Resource Officer
13.	Mr. Musamali William	Senior Human Resource Officer
14.	Ms. Barbirye Sofia	Senior Records Officer
15.	Ms. Kemigisha Rachael	Senior Human Resource Officer
16.	Ms. Nalwoga Annet	Senior Personal Secretary
17.	Ms. Tulisanyuka Esther	Sen. Policy Analyst
18.	Mr. Owamazima Justus	Accountant (Ag. Senior Accountant)
19.	Mr. Okello Jimmy	Internal Auditor
20.	Ms. Namuddu Ruth	Procurement Officer
21.	Nabulya Maria Theresa	Communications Officer
22.	Mr. Kuriigamba Geoffrey	Information Technology Officer
23.	Ms. Nakamya Sarah	Economist
24.	Ms. Latigo Laker Margaret Susan	Personal Secretary
25.	Ms. Namazzi Rebecca	Personal Secretary
26.	Ms. Amulen Rose	Personal Secretary
27.	Ms. Acidiri Bridget	Legal Officer
28.	Ms. Akonga Ogwang Gloria	Legal Officer
29.	Ms. Ampaire Agnes	Legal Officer
30.	Ms. Llado Regina	Legal Officer
31.	Mr. Kalule Emmanuel	Legal Officer
32.	Mr. Katungi Trevor Maani	Legal Officer
33.	Mr. Iuleti Jonan	Legal Officer
34.	Ms. Mirembe Anita	Legal Officer
35.	Ms. Nabbosa Sandra	Legal Officer
36.	Ms. Nafula Alice Juma	Legal Officer
37.	Ms. Namuyanja Shamim	Legal Officer
38.	Ms. Naula Hajira	Legal Officer



S/N	NAMES	DESIGNATION
39.	Ms. Twinomugisha Patience	Legal Officer
40.	Mr. Tukahaabwa Edgar	Legal Officer
41.	Ms. Atukunda Joan	Records Officer
42.	Mr. Bithum Micheal	Assistant Procurement Officer
43.	Ms. Kamaranzi Evelyn	Legal Clerk
44.	Ms. Namwanje Rehmur	Legal Clerk
45.	Mr. Ahimbisibwe Innocent	Legal Clerk
46.	Mr. Mukera Denis	Legal Clerk
47.	Mr. Wogolo Abraham	Legal Clerk
48.	Ms. Nanfuka Reges	Assistant Records Officer
49.	Mr. Kiizah Pastor	Office Supervisor
50.	Ms. Nalwoga Viola	Pool Stenographer
51.	Mr. Higaya Abdallah	Records Assistant
52.	Mr. Ssonko Henry Muganga	Accounts Assistant
53.	Ms. Nankambo Maria	Office Typist
54.	Ms. Atuhura Miriam	Office Typist
55.	Ms. Anyopa Siyama Kalid	Office Typist
56.	Nakajiri Rachael	Receptionist
57.	Mr. Godfrey Makoha	Telephone Operator
58.	Ms. Bukirwa Cissy Lukwago	Office Attendant
59.	Mr. Mpangire Jackson	Office Attendant
60.	Kimono Rebecca	Office Attendant
61.	Mr. Ginyera Fred	Office Attendant
62.	Ms. Najjuma Joweria	Office Attendant
63.	Mr. Mawanda Martin	Office Attendant
64.	Ms. Nakalenzi Damalie	Office Attendant
65.	Mr. Kamuli Eric	Office Attendant
66.	Mr. Musisi Paul	Office Attendant
67.	Mr. Oluka David	Office Attendant
68.	Ms. Lenia Lorraine	Office Attendant
69.	Ms. Kamusime Moreen	Office Attendant
70.	Mr. Mwine Tom Kituruguma	Driver
71.	Mr. Kalibwami M Bob	Driver
72.	Mr. Egesa James	Driver
73.	Mr. Ziwa Francis	Driver
74.	Mr. Kotaki Manyali Joseph	Driver
75.	Mr. Tufekushaba Enos	Driver
76.	Mr. Ssenoga Samuel	Driver
77.	Mr. Kamugisha Thomas	Driver

Annex 2: Staff that joined during the financial year.

Name	Title
Ms. Ajok Betty	Principal Legal Officer
Ms. Tulisanyuka Esther	Sen. Policy Analyst
Ms. Acidri Bridget	Legal Officer
Ms. Akonga Ogwang Gloria	Legal Officer
Ms. Ampaire Agnes	Legal Officer
Ms. Ilado Regina	Legal Officer
Mr. Kalule Emmanuel	Legal Officer
Mr. Katungi Trevor Maani	Legal Officer
Mr. Luleti Jonan	Legal Officer
Ms. Mirembe Anita	Legal Officer
Ms. Nabbosa Sandra	Legal Officer
Ms. Nafula Alice Juma	Legal Officer
Ms. Namuyanja Shamim	Legal Officer
Ms. Naula Hajira	Legal Officer
Ms. Twinomugisha Patience	Legal Officer
Mr. Tukahaabwa Edgar	Legal Officer
Ms. Atukunda Joan	Records Officer
Ms. Anyopa Siyama Kalid	Office Typist
Mr. Oluka David	Office Attendant
Ms. Lenia Lorraine	Office Attendant
Ms. Kamusime Moreen	Office Attendant
Mr. Ssenoga Samuel	Driver
Mr. Kamugisha Thomas	Driver



Annex 3: Judicial officers recruited in FY 2017/2018

Title		Name
Deputy Chief Justice	1.	Hon. Justice Alfonse Chigamoy Owinyi Dollo
	1.	Hon. Justice Paul Kahaibale Mugamba
	2.	Hon. Justice Richard Butera
	3.	Hon. Justice Augustine Nshimye (Contract)
Court of Appeal Justices	1.	Hon. Justice Christopher Martin Ezama Madrama
	2.	Hon. Justice Percy Night Tuhaise
	3.	Hon. Justice Stephen Musota
	4.	Hon. Justice Ezekiel Kurabiraho Muhanguzi
Judges High court	1.	Hon. Justice Emmanuel Baguma
	2.	Hon. Justice Gadenya Paul Wolimbwa
	3.	Hon. Justice Cornelia KakoozaSabiiti
	4.	Hon. Justice Joyce Kavuma
	5.	Hon. Justice Richard Wejuli Wabwire
	6.	Hon. Justice Alex Mackay Ajiji
	7.	Hon. Justice Jane Frances Abodo
	8.	Hon. Justice Olive Kazarwe Mukwaya
	9.	Hon. Justice Ssekaana Musa
	10.	Hon. Justice Tadeo Assimwe
	11.	Hon. Justice Peter Kermit Keronega Onega
Registrars	1.	H/W Odoki Philip
	2.	H/W Sserunkuma Isah
	3.	H/W Mugabo Vincent Emmy
	4.	H/W Nambayo Esta
	5.	H/W Busingye Byaruhanga Immaculate
Deputy Registrars	1.	H/W Bareebe Rosemary Ngabirano
	2.	H/W Nabakooza Flavia
	3.	H/W Kaitezi Kisakye Mary
	4.	H/W Nabaggala Sylvia Mbuga
	5.	H/W Angualia Moses Gabriel
	6.	H/W Kaweesa Godfrey
	7.	H/W Festo Nsenga

Title		Name
Assistant Registrars	1.	H/W Kintu Simon Zirintusa
	2.	H/W Jamson Karemani Karemera
	3.	H/W Kabagye Bahinguza Joy
	4.	H/W Ssempala Dorothy Lwanga
Chief Magistrates	1.	H/W Douglas Singiza Karekona
	2.	H/W Kule Moses Lubangula
	3.	H/W Akullo Elizabeth Ogwal
	4.	H/W Chemeri Jessica
	5.	H/W Mugala Jane
	6.	H/W Amoko Patricia
	7.	H/W Nanteza Zulaika
	8.	H/W Sayuni David
	9.	H/W Katushabe Purossy
	10.	H/W Yeteise Charles
	11.	H/W Ntalo Nasulu Hussein
	12.	H/W Obong George
	13.	H/W Lamunu Pamela Ocaya
	14.	H/W Kagoda Samuel Ntende
	15.	H/W Nakitende Juliet
	16.	H/W Teko Lokeris Godfrey
	17.	H/W Imalingat Robert
	18.	H/W Mulondo Mastula


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graph TD
    A[Chairperson  
Judicial Service Commission] --> B[Secretary  
Judicial Service Commission]
    A --> C[Deputy Chairperson  
Judicial Service Commission]
    B --> D[Directorate of Planning,  
Research and Inspectorate]
    B --> E[Directorate of Education  
and Public Affairs]
    B --> F[Human Resource Division]
    B --> G[Under Secretary  
Finance & Administration]
    B --> H[Internal Audit  
Unit]
    B --> I[Communications Unit]
    D --> J[Policy And Planning  
Unit]
    F --> K[Procurement &  
Disposal Unit PP]
    G --> L[Administration  
Unit]
    G --> M[Accounts unit]
  
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The organizational chart of the Judicial Service Commission is structured as follows:

- Chairperson Judicial Service Commission**
 - Secretary Judicial Service Commission**
 - Directorate of Planning, Research and Inspectorate**
 - Policy And Planning Unit**
 - Directorate of Education and Public Affairs**
 - Human Resource Division**
 - Procurement & Disposal Unit PP**
 - Under Secretary Finance & Administration**
 - Administration Unit**
 - Accounts unit**
 - Internal Audit Unit**
 - Communications Unit**
 - Deputy Chairperson Judicial Service Commission**



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