

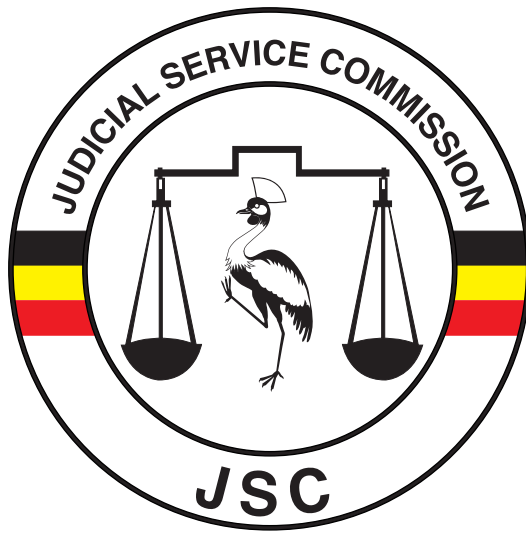
ANNUAL REPORT 2018/2019

JUDICIAL SERVICE COMMISSION



“People’s Bridge to Justice”





“People’s Bridge to Justice”

ANNUAL REPORT

2018/2019



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 Nhini Kirya
Member



Dr. Rose Nassali Lukwago
Permanent Secretary/Secretary



Hon. Amongin Aporu Christine
Member



Ms. Norah Matovu Winyi
Member



Mrs. Ruth Sebatindira
Member



Hon. Rosemary Nyakikongoro
Member

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 am delighted to present to you the Judicial Service Commission Annual Report for the FY 2018/2019. The report covers the achievements registered, and the challenges encountered and surmounted in the execution of our mandate.

The appointment of 39 judicial officers, covering Registrars and Chief Magistrates, was a timely enhancement of the human resource department of the Judiciary, for service delivery at the level of courts, serving the majority of our people.

Arising from the disciplinary function, the Commission handed down sanctions for a number of errant Judicial Officers, ranging from dismissal, reprimand, and caution/warning.

These sanctions demonstrate the seriousness that the Commission is pursuing on its mandate to process complaints concerning the judiciary and administration of justice, and hold errant judicial officers to account.

The discharge of education and public affairs function continues to have an impact in raising public awareness on the law, the court system and observation of human rights, among our people and in doing so, enable them assert their rights.

I thank the president of Uganda, the Minister of Justice and Constitutional Affairs, Justice Law and Order Sector sister institutions and SUGAR TAF for the support rendered.

I also thank the Members of the Commission for the work accomplished.

A handwritten signature in black ink, which appears to be 'Benjamin I. Kabiito', is written over a circular stamp or seal.

**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 2018/2019. 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. This was done through radio talk shows, sensitization meetings, prison inmates' workshops and performance management workshops for Judicial Officers across the country, registration and processing public complaints against Judicial Officers, court inspections, and also engaging 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 the financial year 2019/2020. 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 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 and the measures identified to overcome these obstacles. Some of these challenges include: insufficient funding, limited transport facilities, and inequitable remuneration, among others.

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:

a. 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.

b. 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.

c. 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.

d. 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.

e. To advise the Government on improving the administration of justice and perform any other functions prescribed by the Constitution or Parliament.

f. 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.

g. 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.

1.3 Composition and Structure of the Commission

1.3.1 Membership of the Judicial Service Commission



The Chairperson, Deputy Chairperson, Members of the Commission and the Secretary JSC

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.

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

| 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. Christine Amongin Aporu | Member |
| 7 | Hon. Rosemary Nyakikongoro | Member |
| 8 | Mrs. Ruth Sebatindira | Member |
| 9 | Ms. Norah Matovu Winyi | Member |
| 10 | Dr. Rose Nassali Lukwago | Secretary |



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; | c. Conducting judicial education; |
| b. Publishing civic education materials on law and administration of justice i.e. books, brochures, news supplements, etc.; | 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; | c. Researching and monitoring 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; | 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:

- 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;
- 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;
- 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 end of the month 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 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 recruitment for the 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 |
|------------------------------|-------------------------------|--|
| Mr. Nuwagaba Robert Munyenye | Senior Human Resource Officer | Transferred from Ministry of Public Service Commission |

Table 2: Transfers from the Commission

| Name | Title | Remark |
|----------------------|-------------------------------|---|
| Mr. Musamali William | Senior Human Resource Officer | Transferred to Ministry of Internal Affairs |

Table 3: Officers who Left Service for Other Reasons

| Name | Title | Remark |
|------------------|--------------------------|-------------------------------|
| Mr. Kizza Pastor | Senior Office Supervisor | Retirement in public Interest |

CHAPTER TWO

2.1 Physical performance of the Commission during the Financial Year 2018/19

2.1.1 Recruitment of Judicial Officers

The Judicial Service Commission appointed 39 judicial officers to fill vacant positions in the judiciary. Specifically 4 Assistant Registrars, 18 Chief Magistrates and 17 Grade One Magistrates were appointed. Details of the Judicial Officers recruited during the financial year are shown in the table below.

Table 4: Number of Judicial Officers appointed

| S/No. | Position | Number of Judicial Officers Appointed | |
|--------------|-----------------------|---------------------------------------|-----------|
| | | Male | Female |
| 1. | Assistant Registrar | 2 | 2 |
| 2 | Chief Magistrates | 9 | 9 |
| 3 | Magistrates Grade One | 7 | 10 |
| Total | | 18 | 21 |

2.1.2 Discipline of Judicial Officers

The Judicial Service Commission received 193 Complaints in the FY 2018/2019. 115 Complaints were registered into the system and the 78 were referred to other institutions for necessary actions to be taken. The cases registered increased the complaints in the system from 227 to 342 The Disciplinary Committee handled and

recommended for closure 190 complaints cases in FY 2018/2019. 1 Judicial Officer was dismissed, one Judicial Officer reprimanded, 3 Officers were cautioned/warned, 2 Judicial officer were recommended for interdiction, 13 Judicial Officers were to be charged and 1 recommended to lift interdiction.

The table below represents a summary of the disciplinary complaints handled

Table 5: Summary of disciplinary Complaints Handled

| Action taken | Number of complaints |
|-------------------------|----------------------|
| Recommended for closure | 190 |
| Dismissal | 1 |
| Reprimand | 1 |
| Interdiction | 2 |
| Cautioned/warned | 3 |
| Charged | 13 |
| Lift interdiction | 1 |

2.1.3 Public Complaints System

The Commission investigated 139 complaints in the FY 2018/2019. Of these, 31 complaints had merit, 92 complaints had no merit, 7 needed further investigations, 3 required the respondents to respond, 3 needed the Chief Registrar to forward the files and 3 of them were recommended for interface. These complaints were investigated in various areas including Nebbi, Luwero, Kasangati, Masindi, Masaka, Makindye, Fortportal, Kasangati,

Nakawa High Court, Jinja, Kitgum, Busia, Kayunga, Kagoma, Ngora, Kapchorwa and Mwanga II, Gulu, Bundibugyo, Kampala land and Family Division, Sembabule, Matate, Kisoro, Commercial court, Buganda Road, Kakiri, Mpigi, Ngoma, Kiboga, Mengo, Busia, Kangulumira, Kyenjojo, Nabweru, Kabale, Iganga, Jinja, Mukono, Nwoya, Rakai, Masaka and Lugazi.

2.1.4 Public Legal Education

The Commission conducted public sensitization on the use of the public complaints system in the districts of Mayuge, Kyankwanzi, Katakwi, Masindi, Masaka, Tororo, Lwengo, Kyegegwa and Buyende districts. Over 1800 people in these areas reached were sensitized about Mandate of JSC, the public complaints system and people's inquiries and recommendations regarding the administration of justice were received through open discussions. Some of the complaints raised during the sensitization were registered for further investigations.

2.1.5 Toll free lines

The Commission received a total of 4048 calls in FY 2018/2019. One hundred sixty nine (169) of these had direct complaints such as delayed hearing of cases, allegations of corruption and bribery among others.



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The table below shows the number and nature of calls received in the financial year.

Table 6: Nature and number of calls received

| <i>Nature of calls</i> | <i>Number</i> |
|--------------------------------------|---------------|
| <i>Direct complaints</i> | 169 |
| <i>Legal Advice</i> | 2713 |
| <i>Follow up complaints</i> | 191 |
| <i>Issues outside JSC mandate</i> | 726 |
| <i>Appreciation to JSC</i> | 63 |
| <i>Request for Citizen hand book</i> | 79 |
| <i>General Suggestions</i> | 107 |
| Total | 4048 |

PIE CHART ILLUSTRATING NATURE OF CALLS RECEIVED;

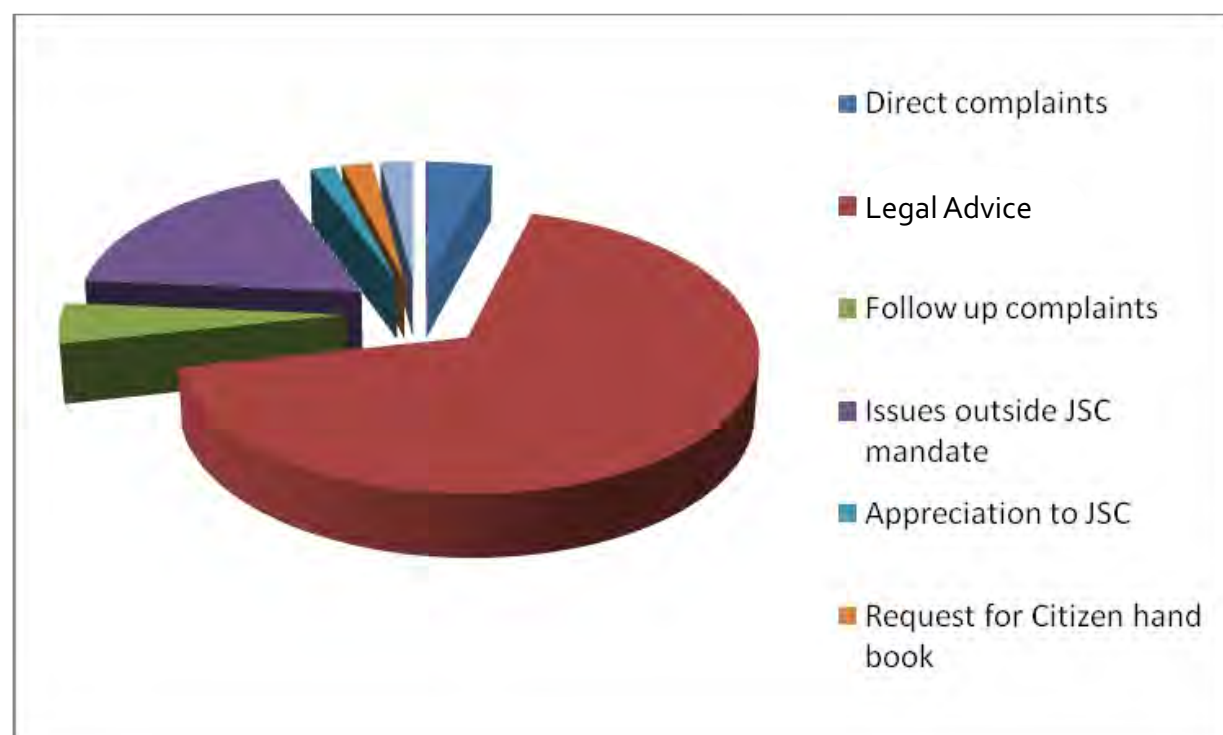


Table 7: Presentation of Toll Free Telephone Calls by region

| Region | No. of Calls |
|----------------------|---------------------|
| Central | 1348 |
| Eastern | 801 |
| South/ South Western | 1329 |
| Northern | 570 |
| Total | 4,048 |

2.1.4 Public Legal Education

2.1.4.1 District sensitization workshops

The Commission conducted 24 district market sensitization workshops in Lwengo, Mpigi, Rubirizi, Bunyangabu, Rukungiri, Isingiro, Kibale, Masindi, Namayingo, Busia,

Yumbe, Katakwi, Amuria, Napak, Abim, Butaleja, Moyo, Ajumani, Amuru, Nakapiripirit, Nabilatuk, Bukedea districts. The public were sensitized about Domestic violence, succession law, administration of justice in courts of law and alternative Dispute resolution (ADR) particularly mediation.



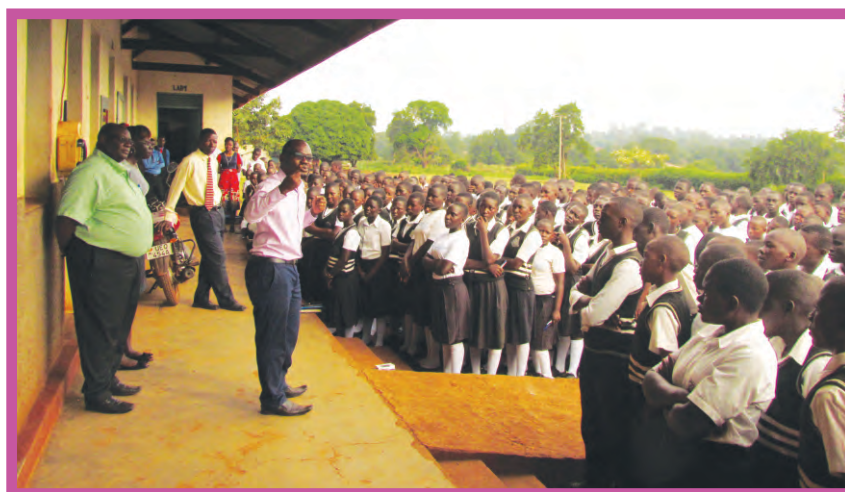
District leaders from Kaabong during an activity on civic awareness on rights and obligation of citizens

**JSC as the
people's bridge
at
Kajuura market
in
Masindi district.**



2.1.4.2 Legal education in schools

The Commission carried out sensitization in Nyamigisa Boys' school in Masindi district on the rights of children.



Secondary school sensitization by JSC on the rights of children in Nyamigisa Boys' school in Masindi district.

2.1.4.4 Radio and Television Talk Shows

In order to reach out to a large number of the population, the Commission conducted 46 radio talk shows in the districts of Mpigi, Kaberamaido, Soroti, Kumi, Kitigum, Arua, Nebbi, Nakasongola, Kotido, Moroto, Kibale, Nakapiripirit, Kyenjojo, Soroti, Bukedea, Napak, Ajumani, Masaka, Mbarara, Fort Portal, Kabale, Iganga, Jinja, Kamuli, Amudat, Nakasongola, Gulu, Kampala, Kotido, on the mandate of JSC, LC courts, court bail, pleas bargain, small claim procedure.

In addition to radio talk shows, 18 TV jingles were shown on NTV and Bukedde TV and 100 radio jingles aired.

2.1.4.5 Prisons Inmates' Workshops

14 Prison inmates' workshops were held in the prisons of Kabasanda in Butambala district, Kyazanga in Lwengo district, Mubuku in Kasese district, Rubirizi in Bunyangabu district, Rukungiri government prison, Isingiro government prison, Kibale government prison, Masindi government prison, Abim prison, Amuru prison, Ajumani prison,

Amuria prison, Busia prison, Butaleja prison, Katakwi prison, Namayingo prison, Yumbe prison and Bukedea prison. The inmates were sensitized on the mandate of JSC, trial procedure, bail application, plea bargain, and small claim procedures.

JSC sensitises prisoners in Mobuke prison in Kasese district on their rights and criminal trial procedure



Production and dissemination of IEC materials

The Commission produced IEC materials on different laws and administration of justice. The materials produced include those on sexual offenses, land dispute resolution, succession law, domestic violence, children's rights and the mandate of JSC



A JSC Principal Legal Officer engages court users on various contained in the IEC materials distributed to them

2.1.5 Anti-Corruption Activities

The Commission aired anti-corruption messages on the billboards at Kitgum house and Clock tower. The messages were played 100 times a day for three months. Posters and charts on anti-corruption were developed and distributed throughout the country.

2.1.6 Judicial Education

The Commission had trainings with judicial officers in Lira, Fortportal, Kampala, Luwero, Arua High Court Circuits, Jinja and Mbale high court circuits where over 106 judicial officers were educated

about mindset change, mental preparedness amidst deployment, public complaints system and the role of JSC in the administration of justice.

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 were conducted in 27 courts across the country during the financial year 2018/2019. The courts inspected include; Masaka High Court, Masaka Chief Magistrates Court, Ssembabule Court, Mateete Courts, Lukaya Court, Arua High Court, Chief Magistrate's Court Arua, Chief Magistrate's Court of Nebbi, Chief Magistrate's Court of Moyo, High Court Executives Division, Lira High Court, Chief

Magistrate's Court of Lira, Anyeke/Oyam Chief Magistrate's Court, Aboke Magistrate's Court, Gulu High Court, Chief Magistrate's and Magistrate's Courts, Tororo Chief Magistrate's Court, Butalejja Grade I Magistrate's Court, Malaba Grade II Magistrate's Court, Nakifuma Magistrate's Court, Kangulumira Grade II Magistrate's Court, Mukono High Court, Gomba, Kanoni, Kabulasoke, Kiriri and Maddu Courts.

The inspection reports highlighted the following.

- Insufficient furniture for use by court staff and litigants.
- Unsuitable court premises, this is mainly in cases where the court premises are rented. At Kanoni court for example, the structure that houses the court is dilapidated and infested with bats and the premise has an awful smell.
- Complex procedures for requesting for funds for locus visits by Magistrates. This has contributed to case backlog.
- Insufficient equipment; most of the courts reported having a shortage of computers, printers and photocopiers which slows down court's work.
- Sanitation facilities are in a deplorable state in some courts. During inspection at the Chief Magistrate's Court at Lira, it was found that the sanitation facility for litigants is out of use.
- Many of the courts reported being inadequately staffed. This is in terms of judicial officers and support staff. Some of the courts were created but do not have substantive judicial officers. This has caused communities to lose confidence in the justice system.

The findings from inspection conducted were shared with the Judiciary for further actions to be taken.

2.1.8 Subscription to Professional Bodies

The Commission subscribed 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 from the continuous professional engagements.

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:

- a. Staff capacity was enhanced in terms of training;
- b. Goods and services were procured;
- c. Vehicles were serviced and repaired;
- d. The quarterly and annual performance reports as well as the budget for the next financial year were prepared;

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

- a. Staff capacity was enhanced in terms of training;
- b. Goods and services were procured;
- c. Vehicles were serviced and repaired;
- d. The quarterly and annual performance reports as well as the budget for the next financial year were prepared;

- e. 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;
- f. The IFMS equipment was competently maintained and this allowed submission of complete, accurate financial statements;
- g. The Budget Framework Paper, Ministerial Policy Statements and final budget for Financial Year 2019/2020 were prepared and duly approved in a participatory process.

2.1.10 Monitoring and Evaluation

Monitoring and Evaluation Exercises was undertaken in Gulu, Nebbi, Nwoya, Moroto, Napak, Abim, Ngora, Bukedia, Butaleja, Kagoma, Jinja, Kayunga, Namayingo, Kasangati and Mwanga II, Kyenjojo, Kibaale, Mubende, Namayingo, Busia, Tororo, Lwengo, Masaka and Butambala, Bundibugyo, Kasese, Fortportal, Sembabule, Kyegegwa, Gomba, Luwero, Nakasongola, Nakaseke, Masindi, Buyende, Kamuli, Palisa, Kaliro, Kisoro, Kabale, Sheema, Arua, Zombo,

Adjumani, Butambala, Lugazi, Njeru and Kasangati districts/magisterial areas. The M&E exercise is meant to assess the impact of the Commission activities in the areas of recruitment, discipline and civic education and court inspections. Information is got from judicial officers and members of the public about opinion about the performance of the Commission and their views of how we can serve them better.

A legal clerk from JSC receiving a complaint from a member of the public during a sensitisation activity at a market place in Bunyangabu District



2.1.11 Internal Audit

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, Kole, Oyam, Arua, Koboko, Yumbe and Nebbi

2.1.12 Development Expenditure

The Commission procured two station wagons, a motorcycle, 21 computers, 3 laptops, 8 printers and assorted office furniture for the boardroom and staff.

2.2 Financial Performance for FY 2018/2019

The Commission received UGX 10.152 billion from G.O.U and UGX 1.803 billion from JLOS SWAP in FY 2018/2019. The funds appropriated, released and spent for the FY 2018/2019 from both GoU and JLOS sector wide funding were as follows:-

Table 8: Funds Appropriated, Released and spent under JSC under GoU

| Detail | Budget UGX ('000) | Release UGX ('000) | Spent UGX ('000) |
|---------------------------|-------------------|--------------------|-------------------|
| Non-wage Recurrent | 7,526,000 | 7,280,000 | 7,280,000 |
| Wage | 1,979,000 | 1,979,000 | 1,978,000 |
| Development | 493,000 | 896,000 | 896,000 |
| Total | 9,998,000 | 10,188,000 | 10,152,000 |

The table above shows that the Commission received 101.9% of its budget. The excess of 1.9% of the total budget was a supplementary released to cater for part of the accumulated pension arrears for the retired Permanent Secretaries.

Table 9: Appropriation of funds by program for FY 2018/2019 under (GOU)

| Program | Budget UGX'000 | Released ('000) | Spent ('000) |
|--|------------------|-------------------|-------------------|
| Recruitment and discipline of Judicial Officers | 1,660,000 | 1,580,000 | 1,560,000 |
| Public Legal awareness and judicial education | 1,240,000 | 1,230,000 | 1,230,000 |
| Complaints management and advisory services | 1,050,000 | 1,050,000 | 1,050,000 |
| General administration, planning, policy and support services | 6,040,000 | 6,320,000 | 6,310,000 |
| Total | 9,990,000 | 10,180,000 | 10,150,000 |

The Commission further received a total of UGX 1,803,772,000 for implementation of its planned activities under JLOS SWAP for FY 2018/2019.

A detailed breakdown of the released funds under the JLOS SWAP fund for JSC for FY 2018/2019 is shown in the table below.

Table 10: Financial Performance for FY 2018/2019 under JLOS SWAP.

| Activity | Approved Budget UGX ('000) | Release ('000) | Spent ('000) |
|--|----------------------------|----------------|--------------|
| Recruitment, appointment, promotion and confirmation of judicial officers at all levels | 84,000 | 22,560 | 22,560 |
| Judicial Education (Ethics and code of conduct and performance Management) | 42,000 | 40,740 | 40,740 |
| Attachment for one member of Commission and one staff to learn best practices on recruitment procedures, Anti- corruption and public judicial education | 70,000 | 70,000 | 69,927 |
| Automation of JSC business processes (E-recruitment, E-records Management and upgrading the public complaints management system) | 300,000 | 287,332 | 152,978 |
| Court inspection and follow up Actions in 12 magisterial areas and high court circuits | 58,200 | 53,420 | 53,420 |
| Develop M&E framework for JSC plan and assessing service delivery by the judiciary | 33,000 | 23,000 | 23,000 |
| Developing performance standards for use in court inspections | 30,000 | 19,400 | 19,400 |
| Procure a vehicle for court inspections to track absenteeism and non - performance to reduce delayed justice | 180,000 | 180,000 | 180,000 |



| Activity | Approved Budget UGX ('000) | Release ('000) | Spent ('000) |
|--|----------------------------------|-------------------|------------------|
| Design and print 10,000 A5 copies of the JSC Client service Charter (popularization and dissemination | 50,000 | 49,100 | 15,117 |
| JSC stakeholders forum for dissemination of findings from JSC activities to stakeholders | 23,250 | 23,250 | - |
| Procure equipment to support the function of educating the public about law and administration of justice | 27,500 | 27,500 | 27,360 |
| Developing and producing posters, brochures, booklets about different laws and administration of justice | 120,000 | 98,800 | 98,800 |
| Capacity building in citizens engagement , communication skills and research in order to effectively carry out civic education | 70,000 | 70,000 | 69,998 |
| Establishment of a radio station for efficient and effective delivery of information on law an administration of justice to the entire country | 130,000 | 123,400 | 38,332 |
| Running radio jingles country wide | 100,000 | 55,020 | 42,933 |
| Anti-corruption barazas and handling corruption related complaints targeting 50,000 people in 25 districts | 231,625 | 110,160 | 104,142 |
| Meeting on sensitization of public complaints | 92,864 | 73,932 | 70,220 |
| Capacity building of 4 officers to conduct effective investigations for JSC corruption related complaints | 50,000 | 50,000 | 50,000 |
| SMS messages about the role of JSC in receiving and processing corruption related complaints against judicial officers | 50,000 | 23,500 | 20,781 |
| Development and production of IEC materials on Anti - corruption to be circulated countrywide | 62,500 | 51,180 | 51,180 |
| Clear 350 corruption related complaints against errant judicial officers (investigation, prosecution, serving sermons, Dc meetings, witness allowances and stationery) | 300,000 | 242,078 | 239,474 |
| Preparation of the joint sector annual report | 10,000 | 10,000 | 10,000 |
| Total | 2,211,939 | 1,803,772 | 1,499,762 |

The table above shows that the Commission received 81.5% of the approved budget for implementation of the SWAP work plan activities for FY 2018/2019.

CHAPTER THREE

3.0 PLANNED ACTIVITIES FOR FINANCIAL YEAR 2019/20

The Commission expects to receive a total of UGX 9,706,305,000 (Uganda Shillings Nine billion seven hundred six million three hundred five thousand only) through Government of

Uganda and UGX 719,620,000 (Uganda Shillings seven hundred nineteen million, six hundred twenty thousand) through JLOS SWAP funding.

Table 11: Summary of GoU budget for FY 2019/2020

| Item | Approved Estimates(UGX '000) |
|---------------------|------------------------------|
| Wage | 1,978,305 |
| Non-wage | 7,485,000 |
| Development | 243,000 |
| Total Budget | 9,706,305 |

Table 12: Approved Budget per output for the FY 2019/2020 (GOU)

| Output | Budget (UGX '000) | %age budget allocation |
|--|--------------------|------------------------|
| Recruitment, search and selection function | 636,107 | 6.55 |
| Discipline, rewards and sanction function | 319,660 | 3.29 |
| Public legal awareness for administration of justice | 831,270 | 8.56 |
| Judicial education for administration of justice | 322,264 | 3.32 |
| Public complaints management system | 698,335 | 7.19 |
| Research and planning for administration of justice | 356,236 | 3.67 |
| Finance and Administration | 3,090,451 | 31.83 |
| Internal Audit | 100,568 | 1.03 |
| Human Resource function | 2,969,679 | 30.59 |
| Planning and Policy function | 128,939 | 1.32 |
| Development | 242,797 | 2.5 |
| Total | 9,706,305 | 100 |



Table 13: Projected Budget Allocations per Activity for the FY 2019/2020 (JLOS)

| Output | Budget ('000) |
|---|----------------------|
| Clear 250 complaints | 125,000 |
| Capacity building of JSC Members and secretariat in diversity management and interviewing skills | 39,000 |
| Performance enhancement training for Members and staff in pre-employment vetting of judicial applicants | 49,600 |
| Development and production of investigations, prosecution and sanctions guide | 15,000 |
| Support to policy and planning unit through procurement of printer and laptop | 6,000 |
| Support and equip JSC Moroto and Arua resource centres | 50,500 |
| Develop key media messages on JSC initiatives | 12,000 |
| Printing IEC materials for dissemination during sensitisation | 125,000 |
| Staff training in gender and diversity | 22,900 |
| Sensitization on public complaints system | 1,920 |
| Development of the anti - corruption strategic action plan | 20,000 |
| Engaging the media about JSC processes | 18,600 |
| Capacity building of staff in forensic investigations | 105,600 |
| Preventive anti-corruption barrazzas | 77,000 |
| Staff capacity building in effective prosecution | 12,500 |
| Development and production of posters about JSC complaints system | 30,000 |
| Total | 719,620 |

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

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 2019/2020. Some positions will be filled through promotion of deserving judicial officers already in the system. In addition, the Commission will confirm all eligible judicial officers upon recommendation received from the Judiciary.

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 250 complaints in the system by the close of the financial year.

3.2.1 Investigation of Cases

The Commission will ensure prompt handling of complaints received. In the FY 2019/2020, the Commission plans to investigate 160 complaints cases from the public.

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 2019/2020 it is estimated that a total of 35 complainants and 70 complainants' witnesses will be required to appear before the Disciplinary Committee.

3.2.3 Public Complaints System

The Commission will continue to receive the complaints from the public about judicial misconduct through the several avenues. The different 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 suggestion/complaints boxes installed 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 uses 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

3.3 Public legal education

3.3.1 Sensitization Meetings

The Commission will conduct mobile sensitization of the public on law and administration of justice in various districts of the country. The meetings are meant to sensitize the local community and opinion leaders on matters of the law and administration of justice thereby empowering the public to access justice as a right and not a privilege.

3.3.2 Prisons Inmates Workshops and Television spot message

The Commission will conduct Prisons Inmates Workshops in 16 prison facilities across the country.

The workshops are meant to inform the prisoners of their rights and trial procedures preparing them for trial.

3.3.3 Radio sensitization

The Commission will conduct sensitization of the local council courts through the radio in 40 districts throughout the country. Television spot messages will also broadcast about the mandate of the Commission as an anti-corruption agency in the fight against corruption.



3.4 Judicial Education for administration of justice

The Commission will conduct 12 capacity building engagements with judicial officers as a means to improve their performance and adhere to the code of ethics and guard against corruption practices.

3.5 Subscription

The Commission will subscribe to the International Organization for Judicial Training. This will make the Commission a full member of the association that brings together the best judicial education institutions in the world. This will enhance capacity of JSC to design and implement educational programmes for judicial officers

3.6 IEC Materials

The Commission will produce and disseminate IEC materials on different laws. This will be in form of posters, billboards, brochures, fliers and stickers.

3.7 Anti-Corruption Drive

The Commission will conduct preventive anti-corruption barazas in 16 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 twelve magisterial areas. 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 Research

The Commission will also conduct a research study to inform administration of justice in Uganda.

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. The Commission will also pay subscription to the International Judicial training Association to acquire more skills in judicial education.

3.10 Finance and Administration

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

- Facilitation of Commission meetings;
- Uninterrupted provision of utilities, i.e. electricity, telephone services and water;
- Secure and clean working environment;
- Provision of internet and other IT services;
- Renewal of JSC Website Domain and hosting as well as maintaining and updating it;
- Provisional 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;

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 categorization 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;

- Timely payment of staff salaries;
- Payment of the Commission Members' retainer allowances
- Payment of pension and gratuity;
- Management of IPPS;
- 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.
- Postage and courier services.

3.13 Capacity building

The Commission recognizes the importance of having its members of staff with appropriate work skills, attitude and adaption to change. JSC therefore plans to build capacity of its Members in diversity management and interviewing skills, the investigators on how to handle forensic investigations, prosecutors on how to effectively prosecute the complaints and enhance skills in gender awareness and diversity for all staff.

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 2020/2021;
- 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 2018/2019.

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.

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 procure the following capital items:

- Office Furniture
- Assorted ICT Equipment



JUDICIAL SERVICE COMMISSION

"People's bridge to Justice"

- Do you have any complaint or suggestion about Courts in Uganda?
- Do you have need for awareness on the Law?

Please contact Judicial Service Commission on:-

Toll free lines, 0800100221 or 0800100222

You can also find us at our offices on:-

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

CHAPTER FOUR

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 underfunded activities of public legal education on law and administration of justice, investigation of complaints and recruitment of judicial officers.

4.1.2 Inadequate transport

The Public Complaints System and the Public Awareness campaigns require JSC officers to traverse the country to raise awareness of people's 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.

4.1.3 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 complaints.

4.2.2 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

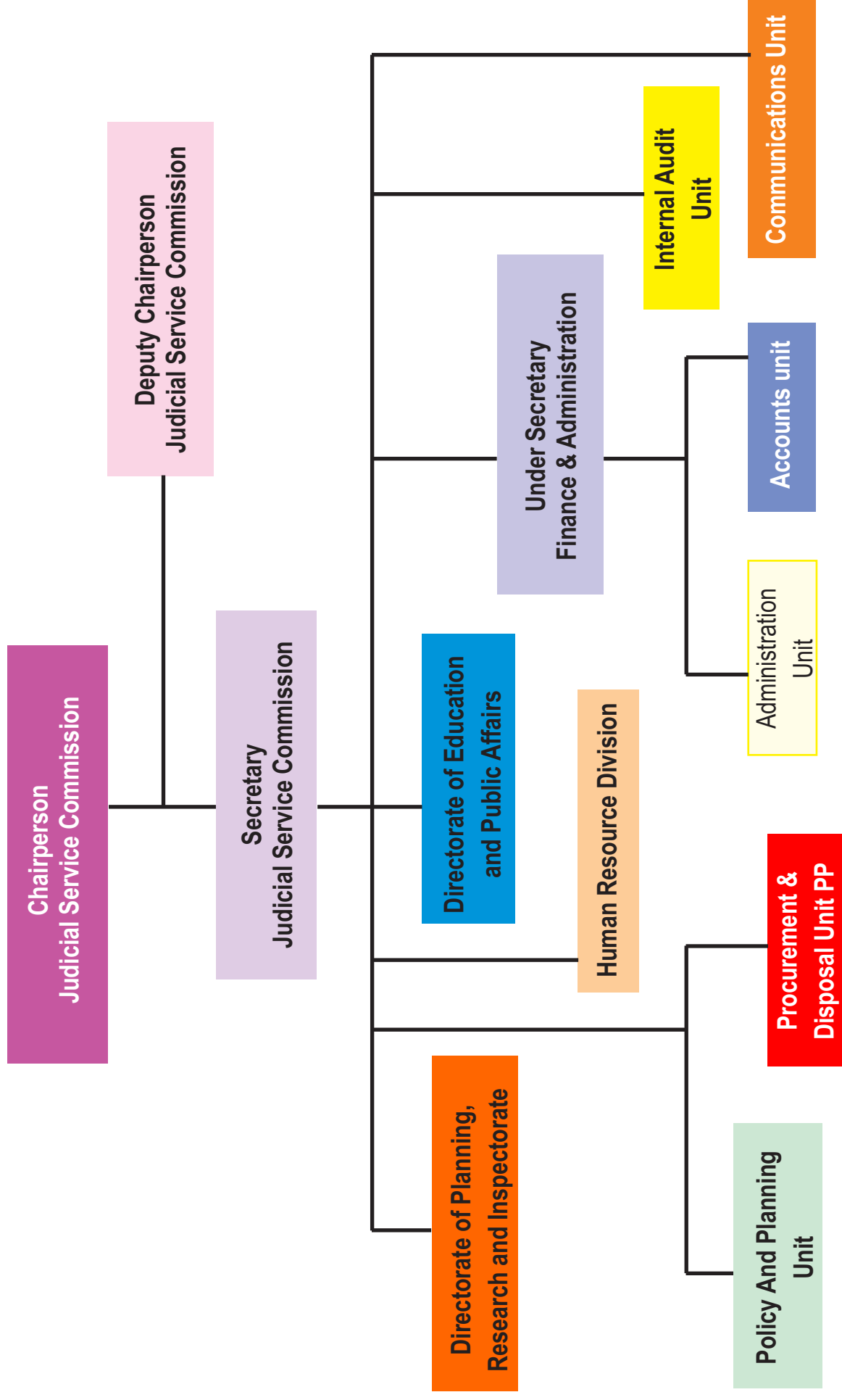
| S/N | NAMES | DESIGNATION |
|-----|---------------------------------|---|
| 1. | Dr. Rose Nassali Lukwago | Permanent Secretary |
| 2. | Mr. Sekagya Ronald | Registrar, EPA |
| 3. | Mr. Mwebembezi Julius | Deputy Registrar, PRI (Ag. Registrar PRI) |
| 4. | Mr. Kaali Samuel | Deputy Registrar, PRI |
| 5. | Ms. Okumu Janet Apayi | Assistant Commissioner, Human Resource |
| 6. | Ms. Semyano Faridah | Principal Legal Officer, PRI |
| 7. | Ms. Allen Rukundo Owembabazi | Principal Legal Officer, PRI |
| 8. | Ms. Ginamia Melody Ngwatu | Principal Legal Officer, PRI |
| 9. | Mr. Mugisa Samuel | Principal Legal Officer, EPA |
| 10. | Ms. Kasande Maureen Owere | Principal Assistant Secretary (Ag. Under Secretary) |
| 11. | Ms. Ajok Betty | Principal Legal Officer |
| 12. | Ms. Amoding Jennifer | Principle Human Resource Officer |
| 13. | Mr. Musamali William | Senior Human Resource Officer |
| 14. | Ms. Babirye 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. Acidri Bridget | Legal Officer |
| 28. | Ms. Akonga Ogwang Gloria | Legal Officer |
| 29. | Ms. Ampaire Agnes | Legal Officer |
| 30. | Ms. Ilado Regina | Legal Officer |
| 31. | Mr. Kalule Emmanuel | Legal Officer |
| 32. | Mr. Katungi Trevor Maani | Legal Officer |
| 33. | Mr. Luleti 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 |
| 39. | Ms. Twinomugisha Patience | Legal Officer |
| 40. | Mr. Tukahaabwa Edgar | Legal Officer |
| 41. | Ms. Atukunda Joan | Records Officer |


| S/N | NAMES | DESIGNATION |
|-----|---------------------------|-------------------------------|
| 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. Wogalo Abraham | Legal Clerk |
| 48. | Ms. Nanfuka Reges | Assistant Records Officer |
| 49. | Ms. Nalwoga Viola | Pool Stenographer |
| 50. | Mr. Higaya Abdallah | Records Assistant |
| 51. | Mr. Ssonko Henry Muganga | Accounts Assistant |
| 52. | Ms. Nankambo Maria | Office Typist |
| 53. | Ms. Atuhura Miriam | Office Typist |
| 54. | Ms. Anyopa Siyama Kalid | Office Typist |
| 55. | Nakajiri Rachael | Receptionist |
| 56. | Mr. Godfrey Makhoha | Telephone Operator |
| 57. | Ms. Bukirwa Cissy Lukwago | Office Attendant |
| 58. | Mr. Mpangire Jackson | Office Attendant |
| 59. | Kimono Rebecca | Office Attendant |
| 60. | Mr. Ginyera Fred | Office Attendant |
| 61. | Ms. Najjuma Joweria | Office Attendant |
| 62. | Mr. Mawanda Martin | Office Attendant |
| 63. | Ms. Nakalanzi Damalie | Office Attendant |
| 64. | Mr. Kamuli Eric | Legal Clerk |
| 65. | Mr. Oluka David | Office Attendant |
| 66. | Ms. Lenia Lorraine | Office Attendant |
| 67. | Ms. Kamusime Moreen | Office Attendant |
| 68. | Mr. Mwine Tom Kituruguma | Driver |
| 69. | Mr. Kalibwani M Bob | Driver |
| 70. | Mr. Egesa James | Driver |
| 71. | Mr. Zziwa Francis | Driver |
| 72. | Mr. Kotaki Manyali Joseph | Driver |
| 73. | Mr. Tufekushaba Enos | Driver |
| 74. | Mr. Ssenoga Samuel | Driver |
| 75. | Mr. Kamugisha Thomas | Driver |


Annex 4: JSC Organogram



APPROVED MACRO STRUCTURE FOR JUDICIAL SERVICE COMMISSION



 **Lotis House - 6-8 Floor,
Plot 16 Army Avenue (Mackinnon Road) Nakasero
P.O. Box 7679 Kampala Uganda**

 **Tel. +256 414 344154/311600
Toll free: 0800100221 or 0800100222**