

JUDICIAL SERVICE COMMISSION

ANNUAL REPORT

— FY 2022/2023 —





THE REPUBLIC OF UGANDA

JUDICIAL SERVICE COMMISSION

ANNUAL REPORT

FY 2022/2023

MEMBERS OF THE 6TH JUDICIAL SERVICE COMMISSION



Hon. Justice Benjamin
I. Kabiito
Chairperson



Hon. Lady Justice Stella
Arach Amoko (R.I.P)
Member



Hon. Kiryowa Kiwanuka
Attorney General



Ruth Sebatindira, SC
Member



Mrs. Norah Matovu
Muwanga
Member



Hon. Lady Justice Faith
Kalikwani Mwendha
Deputy Chairperson



Hajji. Badru Lubega
Wagwa
Member



Mr. Johnson Bitarabeho
Member



Mr. Jimmy Okello
Member



Dr. Rose Nassali Lukwago
**Permanent Secretary/
Secretary JSC**

FOREWORD

This report covers the performance of the Judicial Service Commission for the FY 2022/2023.

In the year under review, the Commission acted upon an increase in the number of vacancies of Judicial Officers and those for Staff of the Judiciary being declared as a result of the passing of the Administration of Judiciary Act and the enhancement of the budget of the Judiciary.

For the first time, the Commission conducted the appointment of Staff of the Judiciary service.

The increase in the number of Judicial Officers being appointed, has resulted in the rise in the number of Complaints against Judicial Officers. Complaints against misconduct of Staff of the Judiciary have also been received.

With the increase in the number of declarations and the rise in the number of complaints being received, the Commission is severely constrained to discharge its Constitutional Mandate in terms of Article 146 of the Constitution, in a timely manner.

On account of this situation, the Commission discharges its mandate in order of priority and sequences its activities, as human and other resources permit.

Unless the overall capacity of the Commission is strengthened, to cope with the demands made by the Judiciary, other Quasi-Judicial bodies and the Public, our overall performance will be affected by our limited capacity and inadequate resources.

I thank the Deputy Chairperson, Members of the Commission, Permanent Secretary, Officers and Staff of the Commission, for the achievements made with great resilience being demonstrated.

Finally, on behalf of all Colleagues and Staff, I acknowledge the contribution of Hon. Late Lady Justice Stella Arach Amoko, Justice of the Supreme Court and Member of the Commission who passed on in 2023.

FOR GOD AND MY COUNTRY.



Hon. Justice Benjamin Kabiito

CHAIRPERSON

JUDICIAL SERVICE COMMISSION



The President of Uganda, H. E Yoweri Kaguta Museveni, Judiciary top Management and Members of the Commission after a swearing in ceremony of newly recruited Judges at State House Entebbe. The Commission recruited Judicial Officers at various levels during FY 2022/2023.



The Chairperson and Members of the JSC receive members of the Legal and Parliamentary Affairs Committee of Parliament to the new JSC office on 8th Floor, Kingdom Kampala.



The Chairperson JSC, Members of the Commission and Secretary JSC in a group Photo with staff of the Commission.

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LIST OF ACRONYMS

AAPComs	Association of African Public Service Commissions
CIDA	Complaints, Investigations and Disciplinary Affairs
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
LEPAR	Legal Education, Public Affairs and Research
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

EXECUTIVE SUMMARY

The Judicial Service Commission Annual Performance Report has been compiled to inform our stakeholders, especially members of the public about the Commission's achievements in the financial year 2022/2023. This report is structured into four chapters.

The foundation of the Commission's existence is embedded in Article 146 of the Constitution of the Republic of Uganda, 1995 (as amended) and the functions of the Commission are set out in Articles 147, 148 and 148A of the Constitution. The sixth Commission is comprised of 9 members as stipulated under Article 146 of the Constitution. The Commission executed its mandate through four standing Committees that included Disciplinary Committee; Search and recruitment Committee; Education and public affairs Committee; and Anti-Corruption Committee. The Commission was also supported by the Secretariat headed by the Permanent Secretary/Secretary to the the Commission. The Secretariat was comprised of 2 directorates of CIDA and LEPAR; and 2 departments of Finance and Administration, and Human Resource Management.

The Commission implemented activities in the financial year 2022/23 in line with the National Development Plan (NDP) III, Administration of Justice Programme Implementation Action Plan (PIAP) and JSC second Strategic Plan (2020/21 - 2024/25).

The Commission's approved budget for FY 2022-23 was **UGX.17,736,332,410 (seventeen billion seven hundred thirty six million three hundred thirty two thousand four hundred ten)** out of which **UGX.16,096,832,409 (sixteen billion ninety six million eight hundred thirty two thousand four hundred nine)** was released and, **UGX.15,364,992,976 (fifteen billion three hundred sixty four million nine hundred ninety two thousand nine hundred seventy six)** was spent by end of June 2023. The Commission received a total of **UGX.370,114,920 (three hundred seventy million one hundred fourteen thousand nine hundred twenty)** from Access to Justice (JLOS) for implementation of its planned activities under JLOS SWAP for FY 2022/2023.

In FY 2022/23 in execution of its mandate, the Commission, conducted interviews and filled 60 positions of Judicial Officers and 73 administrative and other staff positions declared by the Judiciary; confirmed 134 Magistrate Grade ones into service, received 213 complaints against Judicial and non-Judicial officers; concluded 52 cases were three (3) Judicial Officers were dismissed; conducted programmes to educate the public on law and administration of justice through radio talk shows and sensitization workshops across the country; and conducted court inspections in the fight against corruption in the courts of judicature.

In the financial year 2023/2024, the Commission remains committed to meet the recruitment requests for the Judiciary for both the Judicial officers and other staff of the Judiciary, receive complaints from the public, investigate complaints received, conduct

disciplinary hearings against reported Judicial and non-Judicial officers and educate the public on matters of law and the administration of justice.

The Commission in the fulfillment of its mandate and other Government priorities faced challenges including insufficient funding, staffing gaps, limited transport facilities, disparities in wages and limited regional presence, among others. We recommend an increase in funding to support the Commission fully take up its mandate, purchase vehicles and operationalize regional offices.

I wish to appreciate the Chairperson, Judicial Service Commission, Members of the Commission and the JSC secretariat who managed to achieve this performance level.



Dr. Rose Nassali Lukwago

Permanent Secretary/Secretary/Judicial Service Commission

CHAPTER

One

1.0 Introduction

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

- a) To advise the President in the exercise of his power 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 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
- f) Perform any other functions prescribed by the Constitution or Parliament.
- g) 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.
- h) The Commission's constitutional mandate was expanded by virtue of Article 148A of the Constitution to cover the appointment, discipline and removal of staff of the Judiciary (Administrative and other Staff of the Judiciary Service). This provision was operationalized by the Administration of the Judiciary Act, 2020 prescribing the expanded mandate of the JSC.

In accordance with Article 147 (1) (f) of the Constitution, the Commission is mandated 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 advise 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 Head Judge, Judge and Registrar of the Industrial Court to be appointed by the President on the advice 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.
- f) Leadership Code Act, 2002, under 19C provides for the Chairperson, Deputy Chairperson and the other members of the Tribunal to be appointed by the President, acting on the advice of the Judicial Service Commission.

1.1 Strategic Direction

The Commission adopted its Strategic Plan for the period (2020/2021 – 2024/20225) in which the vision, mission and core values of the Commission are highlighted as:

1.1.1 Vision

A Commission of excellence that acts as a People's bridge to justice and promotes an accountable Judiciary.

1.1.2 Mission

To promote excellence in the Judiciary Service through recruitment, review of the terms and conditions of service, disciplinary control, and stakeholder engagement, judicial and public legal education.

1.1.3 Core Values

- i). **Excellence:** The Commission will deliver outstanding services to all.
- ii). **Accountability:** The Commission shall be answerable for its actions to the people.
- iii). **Independence:** The Commission shall act independently without any directive and control of any person or Authority.
- iv). **Integrity:** The Commission shall uphold high ethical standards in the execution of its Mandate.
- v). **Teamwork:** The Commission shall uphold team cohesion

1.1.4 Strategic Objectives

In fulfilling its mandate, the Commission sought to achieve the following objectives:

1. To increase efficiency and effectiveness in the recruitment process.
2. To expedite the disciplinary and complaints handling processes.
3. To strengthen the judicial education and public legal education programmes.
4. To establish effective anti-corruption handling and monitoring systems.
5. To improve on the mechanisms for review and recommendation of the terms and conditions of service in the Judiciary.
6. To strengthen the institutional capacity of the Commission to deliver on its constitutional mandate.

1.2 Composition and structure of the Commission

1.2.1 Membership of the Commission

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

- (i) A Chairperson who is a person qualified to be appointed as a Justice of the Supreme Court.
- (ii) A Deputy Chairperson qualified to be appointed as a Justice of the Supreme Court.
- (iii) Six members, whose respective nomination is directly linked to specified stakeholder institutions, that is: one member representing 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.
- (iv) The Attorney General who is an ex-officio member of the Commission.

Members of the 6th Judicial Service Commission included:

S/N	Name	Designation
1	Hon. Justice Benjamin Isingoma Kabiito	Chairperson
2	Hon. Lady Justice Faith Kalikwani Mwendha	Deputy Chairperson
3	Hon. Kiryowa Kiwanuka	Attorney General - Ex-Officio Member
4	Hon. Lady Justice Stella Arach Amoko (RIP)***	Member – Judiciary Representative
5	Mr. Johnson Bitarabeha	Member – Public Service
6	Ms. Ruth Sebatindira, SC	Member – Uganda Law Society Representative
7	Mrs. Norah Matovu Muwanga	Member – Uganda Law Society Representative
8	Mr. Jimmy Okello	Member – Representative of the Public
9	Mr. Badru Lubega Wagwa	Member – Representative of the Public

*** Hon. Lady Justice Stella Arach Amoko passed away on 17th June, 2023. The Commission greatly appreciates the late Hon. Lady Justice Stella Arach Amoko's distinguished service rendered to the Commission and the Country at large. May her soul rest in eternal peace.

1.2.2 Secretary to the Judicial Service Commission

Article 146 (8) provides for the secretary to the Judicial Service Commission who is appointed by the President on the advice of the Public Service Commission.

1.2.3 Committees of the Commission

The 6th Commission established four standing Committees through which business pertaining to the Commission's mandate was executed.

1.2.3.1 Disciplinary Committee

The Disciplinary Committee is charged with overseeing the management of the complaints handling mechanism of Commission from the time of receipt of the complaints, their investigations and prosecution. Complaints are investigated by technical staff in the Directorate of Complaints, Investigation and Disciplinary Affairs (CIDA) using the protocols adopted by the Commission. The investigation findings are presented to the Disciplinary Committee for consideration to decide whether there is a prima facie case or not and If a prima facie case is established the case is set down for hearing.

The Disciplinary Committee considers legal opinions on complaints investigated; conducts disciplinary hearings in deserving cases and renders a report to the Commission with recommendations on the proposed course of action.

Members of the Disciplinary Committee

S/N	Name	Designation
1	Ms. Ruth Sebatindira, SC	Chairperson
3	Mr. Jimmy Okello	Member
4	Mr. Badru Lubega Wagwa	Member
5	Mr. Johnson Bitarabeho	Member

1.2.3.2 Search and Recruitment Committee

The Search and Recruitment Committee reviews the recruitment declarations made by the Judiciary and makes recommendations for consideration by the Commission. The Committee is also responsible for reviewing submissions for confirmation in service, acting positions, study leave applications and such other human resource management requests submitted from the Judiciary and other Government Ministries, Agencies and tribunals that are in line with its Mandate. It also handles policy issues relating to recruitments and appointments and makes policy proposals to the Commission for consideration and adoption.

Members of the Search and Recruitment Committee

S/N	Name	Designation
1	Hon. Justice Benjamin Isingoma Kabiito	Chairperson
2	Hon. Lady Justice Faith Kalikwani Mwendha	Deputy Chairperson
3	Hon. Kiryowa Kiwanuka	Attorney General - Ex-Officio Member
4	Hon. Lady Justice Stella Arach Amoko	Member – Judiciary Representative

1.2.3.3 Education and Public Affairs Committee

The Education and Public Affairs Committee has an oversight responsibility for planning and monitoring of the implementation of the public and judicial education programmes of the Commission. The Committee provides policy direction for the Commission's research projects and recommends appropriate action to the Commission. Members of the Committee participate in some of the public and judicial education activities organized by the Commission.

Members of the Education and Public Affairs Committee

S/N	Name	Designation
1	Mrs. Norah Matovu Muwanga	Chairperson
2	Mr. Jimmy Okello	Member
3	Mr. Badru Lubega Wagwa	Member

1.2.3.4 Anti-Corruption Committee

The Anti-Corruption Committee works on the policy, strategies, and ways and means of combating corruption, maladministration of justice and abuse of office in the Judiciary. The Committee also ensures that the Commission's own internal Anti-Corruption Policy, Objectives and Plan of Action are enforced.

Members of the Anti-Corruption Committee

S/N	NAME	DESIGNATION
1	Hon. Justice Benjamin Isingoma Kabiito	Chairperson
2	Hon. Lady Justice Faith Kalikwani Mwendha	Deputy Chairperson
3	Ms. Ruth Sebatindira, SC	Member
4	Mrs. Norah Matovu Muwanga	Member
5	Mr. Jimmy Okello	Member
6	Mr. Badru Lubega Wagwa	Member

1.2.4 The 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 the Permanent Secretary/Secretary to the Commission who is responsible for:

- (i) The organization and operations of the Commission;
- (ii) Tendering advice to the Chairperson and members in respect of the business of the Commission;
- (iii) Implementing the policies of the Government of Uganda through the Commission programmes;
- (iv) Ensuring proper expenditure of funds of the Commission in line with the approved budget;
- (v) Implementing policy decisions of the Commission; the day-to-day administration and management of the affairs and control of the team of staff of the Commission;
- (vi) Arranging the business for and recording and keeping the minutes of all decisions and proceedings of the Commission and its meetings;
- (vii) Performing any other function assigned to him/her by the Commission.

During the FY 2022/2023, the Secretariat was composed of two Directorates and two departments namely:

- a) Directorate of Legal Education Public Affairs and Research (LEPAR);
- b) Directorate of Complaints, Investigation and Disciplinary Affairs(CIDA);
- c) Department of Finance and Administration (F&A); and
- d) Department of Human Resource Management.

1.2.4.1 The Directorate of Legal Education, Public Affairs and Research (LEPAR)

The Directorate is headed by a Registrar and is responsible for:

- (i) Ensuring that areas of focus for legal and judicial education are identified for each year;
- (ii) Producing legal education materials on law and administration of justice in different forms like books, brochures, pamphlets, newspaper supplements, articles for the website and audio messages;
- (iii) Researching about the terms and conditions of service of Judges and other Judicial Officers and those of the Chairpersons, Members and Registrars of Tribunals;
- (iv) Conducting judicial education for newly appointed and promoted Judicial Officers and compilation of judicial resources for virtual dissemination;
- (v) Providing secretariat services for the Education and Public Affairs (EPA) Committee;
- (vi) Performing any other duties assigned by the Permanent Secretary or the Chairperson of the Commission.

Directorate of Legal Education, Public Affairs and Research (LEPAR) comprises of two departments: Legal education, and Research and publications.

1.2.4.2 The Directorate of Complaints, Investigation and Disciplinary Affairs (CIDA)

The Directorate is headed by a Registrar and performs the following functions:

- (i) Receiving and processing peoples' recommendations and complaints concerning the Judiciary and the administration of justice;
- (ii) Developing tools for continuous improvement of the investigation and prosecution processes;
- (iii) monitoring the administration of justice to identify areas for reform and enhancement of performance;
- (iv) Preparing proposals for improving the administration of justice through court inspections;
- (v) Providing Secretariat services for the Disciplinary Committee of the Commission;

- (vi) Providing secretariat services for the Anti-corruption Committee of the Commission;
- (vii) Performing any other duties assigned by the Permanent Secretary and the Chairperson of the Commission.

The Directorate of Complaints, Investigations and Disciplinary Affairs (CIDA) comprises of three (03) departments that is Complaints and Investigations; Disciplinary Affairs; and Anti-Corruption, Advisory and Inspections.

Complaints and Investigations

The Commission is constitutionally mandated to receive and process people's recommendations and complaints concerning the Judiciary and the administration of justice. This department conducts investigations on complaints received on alleged incidents of maladministration of Justice and misconduct. As a result of the complaints handling mechanism, those found liable for misconduct are held accountable for their conduct while executing duties.

Disciplinary Affairs

The Commission has a constitutional mandate of disciplining Judicial Officers, other staff of Judiciary and officials of other quasi-judicial institutions that have been found to have committed acts of misconduct. This department provides secretariat services to the Disciplinary Committee and supports it in the conduct of disciplinary functions against staff of the judiciary service.

Anti-Corruption, Advisory and Inspections

In an effort to combat corruption in courts and ensure quality performance of Judicial Officers and staff of the Judiciary, the Commission through the Department of Anti-Corruption, Advisory and Inspections conducts court inspections and the inspection of other quasi-judicial institutions. The department also implements the Commission's Anti-corruption campaign through public sensitization, radio talk shows, monitoring, coordination and engagement with stakeholders. The Department of Anti-Corruption, Advisory and Inspections provides secretariat services to the Anti-Corruption Committee of the Commission.

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

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

- (i) Planning, budgeting and monitoring the implementation of workplans.
- (ii) Acts as a Secretariat to the Commission and coordinates the implementation of Government policies and directives.
- (iii) Providing secretariat services for the Search and Recruitment Committee of the Commission;

- (iv) Handling the recruitment and disciplinary records of the Commission and those for JSC staff members and all the administrative records.
- (v) Handling the public relations function.
- (vi) Managing the Commission's physical assets.
- (vii) Ensuring proper financial management.
- (viii) Handling Public procurement and disposal functions of the Commission;
- (ix) Provision of all the necessary logistical support for the proper functioning of the Commission.

1.2.4.4 Department of Human Resource Management (HRM)

The Department is headed by the Commissioner Human Resources, and its functions are:

- (a) Support the Commission in the execution of its functions in the process of recruitment of Judicial Officers and the staff of the Judiciary;
- (b) Human resource planning and management;
- (c) performance management and human resource development;
- (d) Staffing control and disciplinary matters;
- (e) Rewards and sanctions management, and staff welfare;
- (f) Staff salaries and pension management and administering fringe benefits; and
- (g) Selections systems development and management.

1.2.4.5 Technical Management Committees

In addition to the Commission committees, other technical management committees remained functional in this FY 2022/2023 through which work plans and other technical business of the Commission were managed.

- a) Top Management Committee:** The Chairperson of the Judicial Service Commission chairs this Committee. Members of the Committee include: Two members of the Commission, the Secretary and all the heads of directorates and departments. The Committee sits on a quarterly basis to review performance against the work plans, budget and other government policies and directives for consideration by the Commission.
- b) Heads of Department Committee:** This Committee is chaired by the Permanent Secretary/Secretary to the Commission. The membership of this Committee are the Heads of Department and Directorates. The Committee sits at the end of each month to review progress made against the quarterly work plans and handles in detail matters/issues to be presented and considered by the Top Management Committee.

- 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 monthly to handle performance issues against the approved work plans and budget and make appropriate recommendations to the Top Management Committee for consideration.
- d) **Finance Committee:** The Committee sits once a quarter after the cash limits have been received from the Ministry of Finance, Planning and Economic Development. This Committee is chaired by the Accounting Officer. Its function is to review budget allocations and execution and make decisions accordingly.
- e) **JSC Contracts Committee:** This Committee is mandated under PPDA Act, 2003 and the regulations made there under.
- f) **Sanctions and Rewards Committee:** This Committee is guided by the Public service Standing Orders 2021 and Uganda Public Service Reward and Sanctions Framework, 2019.
- g) **Training Committee:** This Committee is guided by the Public service Standing Orders 2021 and the Public service Training Policy. This Committee is charged with assessing training requirements of and approving trainings to be undertaken by staff.

1.2.5 Staff of the Commission

The Judicial Service Commission was restructured in the FY 2020/2021 to be able to handle the expanded mandate and the establishment rose from 112 to 142 staff members.

By the end of the Financial Year, 2022/2023, the Commission had 94 positions filled out of 142 approved positions implying 66.2% staffing level.

The staff who joined the Commission during the FY 2022/2023 are indicated in the tables below and full staff list and organogram are attached as **Annex 1** and **Annex 2** respectively.

Incomings

Table 1: Transfers to the Commission

Sn.	Name	Title	Transferred by	Coming in from
1	Mungoma Nelson	AC/HRM	Ministry of Public Service	Public Service Commission
2	Kyeyune Nixon	Senior Economist	Ministry of Finance, Planning and Economic Development	Makindye-Ssabagabo Municipal Council
3	Nemwa Aliima	Accountant	Ministry of Finance, Planning and Economic Development	Ministry of Lands, Housing and Urban Development
4	Nabossa Harriet	Assistant Records Officer	Ministry of Public Service	Ministry of Finance, Planning and Economic Development

Outgoings/ Exited

Table 2: Transfers from the Commission

Sn	Name	Title	Transferred to
1	Natwenda Joan	AC/HRM	Ministry of Trade, Industry and Cooperatives
2	Olumo Samuel	PLO	Judiciary
3	Nakamyia Sarah	Economist	Office of the Prime Minister
4	Bithum Michael	Assistant Procurement Officer	Masaka Regional Referral Hospital

Table 3: Officers who left the Commission service for other reasons include:

Sn	Name	Title	Remarks
1	Olum Samson	C/HRM	Transfer

CHAPTER *Two*

2.1 Financial Performance for FY 2022/2023

Figure 1: Financial performance FY2022/23

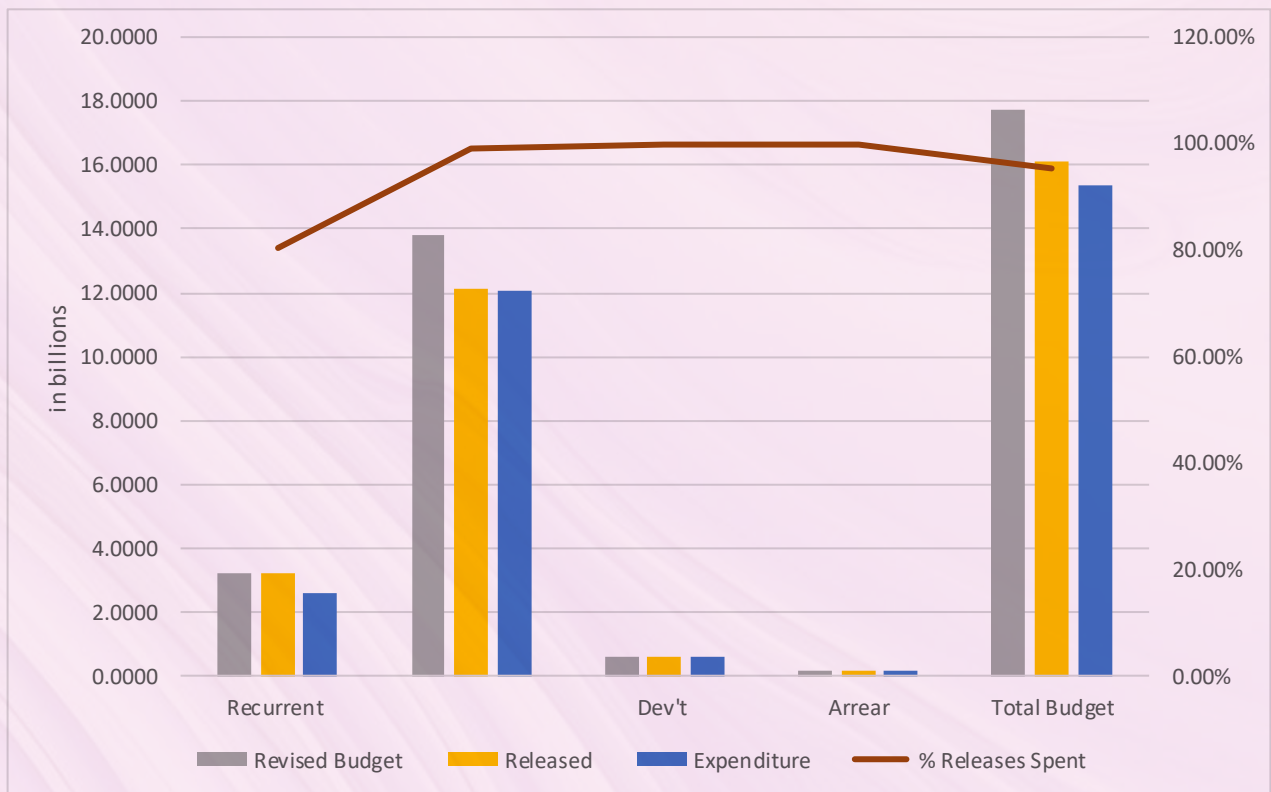


Figure 2: Chart showing Approved Wage and Non-wage

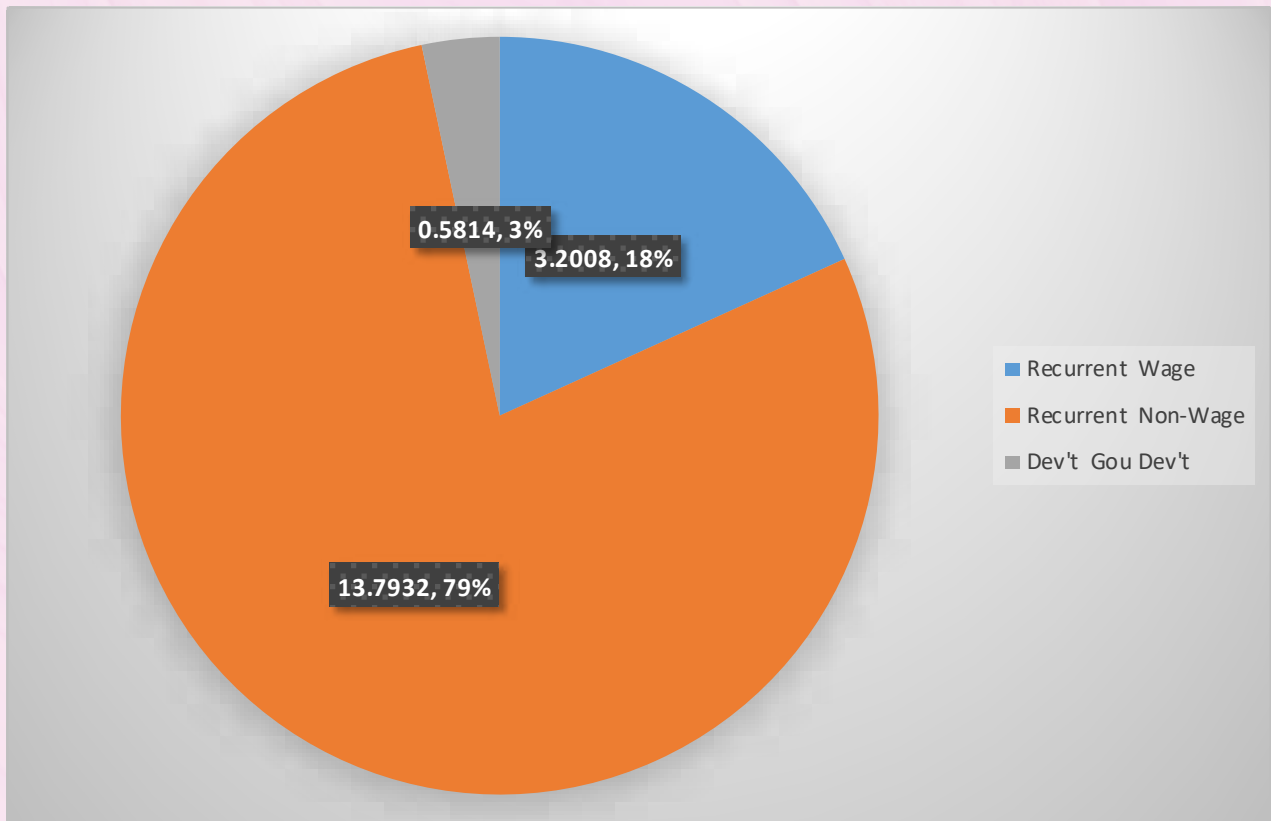


Figure 3: Chart showing wage and non-wage released

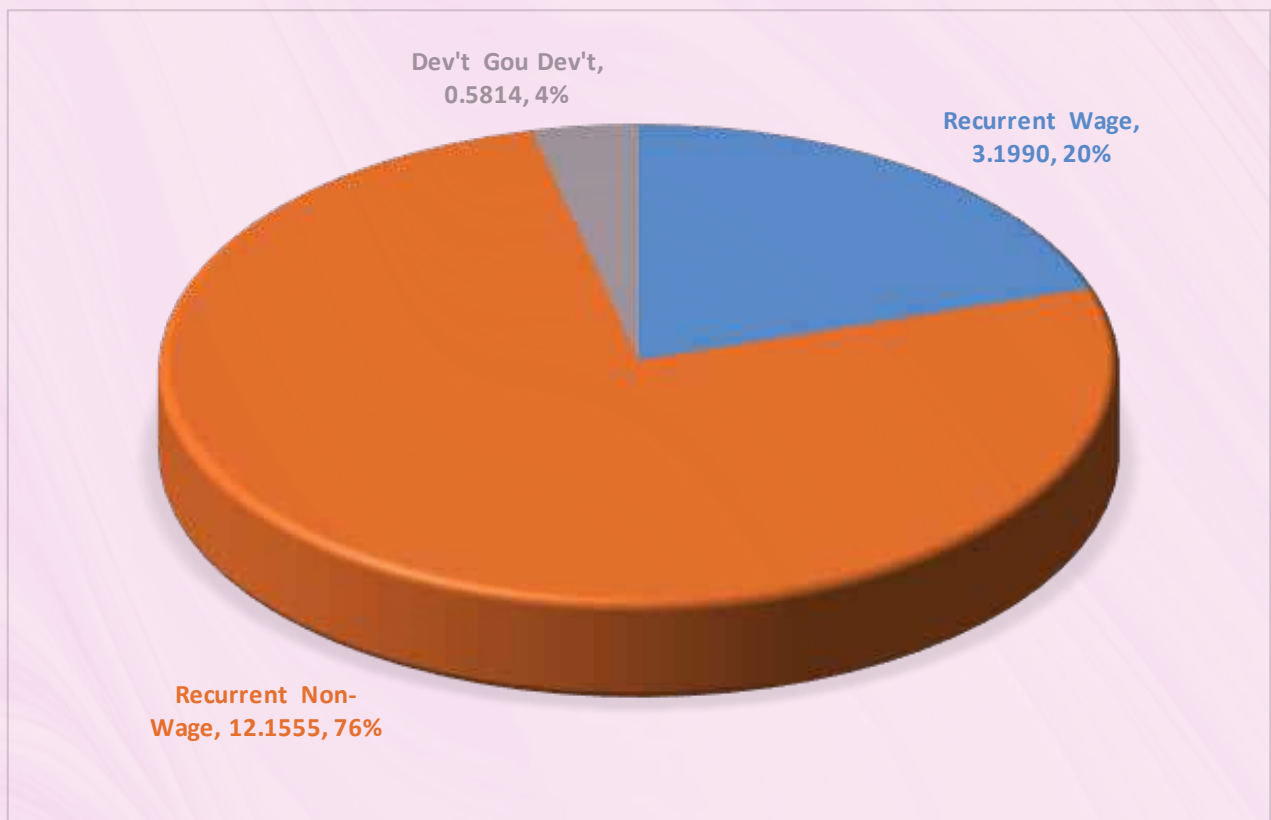


Table 4: Funds Appropriated, Released and spent under GoU

Millions (000,000s)		Approved Budget	Supplementary/ Virement	Revised Budget	Released	Expenditure	% Budget Released	% Budget Spent	% Releases Spent
Recurrent	Wage	3.1936	0.0072	3.2008	3.1990	2.5694	99.94%	80.27%	80.32%
	Non-Wage	13.9109	(0.1177)	13.7932	12.1555	12.0537	88.13%	87.39%	99.16%
Dev't	Gou Dev't	0.4637	0.1177	0.5814	0.5814	0.5811	100.00%	99.95%	99.95%
	Ext Fin				0.0000	0.0000	0.00%	0.00%	0.00%
	GoU Total	17.5682		17.5754	15.9359	15.2042	90.67%	86.51%	95.41%
	Arrear	0.1609		0.1609	0.1609	0.1608	100.00%	99.94%	99.94%
	Total Budget	17.7291		17.7363	16.0968	15.3650	90.76%	86.63%	95.45%
	AIA	0.0000		0.0000	0.0000	0.0000	0.00%	0.00%	0.00%
	Grand Total	17.7291		17.7363	16.0968	15.3650	90.76%	86.63%	95.45%
	Total Vote Budget Excluding Arrears	17.5682		17.5754	15.9359	15.2042	90.67%	86.51%	95.41%

From Table 4;

Total Approved Budget

The Commission's approved budget for FY 2022-23 was **UGX.17,729,132,410 (seventeen billion seven hundred twenty nine million one hundred thirty two thousand four hundred ten)**. The Commission received wage supplementary worth UGX.7,200,000 (Seven million two hundred thousand) putting the total revised budget at **UGX.17,736,332,410 (seventeen billion seven hundred thirty six million three hundred thirty two thousand four hundred ten)**.

UGX.16,096,832,409 (sixteen billion ninety six million eight hundred thirty two thousand four hundred nine) was released by the end of June 2023 representing 90.76% of the approved revised budget. Additionally, **UGX.15,364,992,976 (fifteen billion three hundred sixty four million nine hundred ninety two thousand nine hundred seventy six)** was spent by end of June 2023 which is 86.63% of the approved revised budget and 95.45% of the released funds.

Wage

UGX. 3,193,625,354 (three billion one hundred ninety three million six hundred twenty five thousand three hundred fifty four) was approved for wage for FY 2022/23. The Commission received wage supplementary worth **UGX.7,200,000 (Seven million two hundred thousand)** putting the total revised wage budget at **UGX.3,200,825,354 (three billion two hundred million eight hundred twenty five thousand three hundred fifty four)**.

UGX. 3,199,025,355 (three billion one hundred ninety nine million twenty five thousand three hundred fifty five) was released by end of the financial year representing 99.94% percent of the total revised budget. **UGX. 2,569,388,032 (two billion five hundred sixty nine million three hundred eighty eight thousand thirty two)** was spent representing 80.27% of the total revised wage allocation and 80.32% of the total wage budget released.

UGX. 629,637,323 (six hundred twenty nine million six hundred thirty seven thousand three hundred twenty three) wage budget released was not spent due to the vacant positions that existed at the Commission. Submissions to fill the vacancies were made to the Public Service Commission and follow up is being done.

Non-wage Recurrent

The Commission had an approved budget of **UGX.13,910,918,128 (thirteen billion nine hundred ten million nine hundred eighteen thousand one hundred twenty eight)** as non-wage recurrent for FY 2022/2023. However, the Commission made a virement of **UGX. 117,700,000 (One hundred seventeen million seven hundred thousand)** from non-wage recurrent budget to Development budget reducing the total non-wage recurrent

budget to **UGX. 13,793,218,128 (thirteen billion seven hundred ninety three million two hundred eighteen thousand one hundred twenty eight).**

UGX.12,155,518,126 (twelve billion one hundred fifty five million five hundred eighteen thousand one hundred twenty six) was released by end of the financial year representing 88.13% of the revised non-wage recurrent budget. **UGX.1,637,700,002 (one billion six hundred thirty seven thousand seven hundred thousand two)** was not released to the Commission. **UGX.12,053,701,337 (twelve billion fifty three million seven hundred one thousand three hundred thirty seven)** was spent by end of June,2023 making 87.39% of the revised non-wage recurrent budget and of the non-wage recurrent released, 99.16% had been spent by end of the financial year.

The unspent balance of **UGX. 101,816,789 (one hundred one million eight hundred sixteen thousand seven hundred eighty nine)** under non- wage recurrent was majorly for gratuity and pension whose beneficiaries had not submitted the required documents to claim the funds.

Development

UGX.463,677,974 (four hundred sixty three million six hundred seventy seven nine hundred seventy four) was approved as development budget for FY 2022/2023. The Commission made a virement of **UGX. 117,700,000 (One hundred seventeen million seven hundred thousand)** from non-wage recurrent budget to Development budget making the total development budget equal to **UGX. 581,377,974 (five hundred eighty one million three hundred seventy seven thousand nine hundred seventy four).**

UGX. 581,377,974 (five hundred eighty one million three hundred seventy seven thousand nine hundred seventy four) was released by the end of financial year 2022-23. The amount released represents 100% of the approved budget for capital development and 99.95% of the funds released under capital development was spent.

The virement of **UGX. 117,700,000 (One hundred seventeen million seven hundred thousand)** from non-wage recurrent budget to Development budget was made to cater for the emergency that arose due to condemnation of the Lotis tower building that hosted the Commission offices. The building developed cracks and pillars bulged. Following the guidance of the Ministry of Works and Transport to vacate the building for safety of staff and the Commission's clients, the Commission had to relocate its offices from Lotis Tower to Kingdom Kampala.

Arrears

UGX. 160,910,954 (one hundred sixty million nine hundred ten thousand nine hundred fifty four) was approved budget to cater for accrued arrears. The Commission received 100% of the budget approved and spent approximately 100% of the funds received.

2.2 Access to Justice (JLOS SWAP)

The Judicial Service Commission had JLOS approved workplan and budget of **UGX.1,514,290,000 (One billion five hundred fourteen million two hundred ninety thousand)** for FY 2022/2023. The Commission received additional funds amounting **UGX. 10,000,000 (ten million)** in the middle of the year bringing the total budget to **UGX.1,524,290,000 (One billion five hundred twenty four million two hundred ninety thousand)** of which a total of **UGX.370,114,920 (three hundred seventy million one hundred fourteen thousand nine hundred twenty)** was released to the Commission representing 24.28% of the approved budget.

Out of the **UGX.370,114,920 (three hundred seventy million one hundred fourteen thousand nine hundred twenty)** received in FY 2022/23, **UGX.270,993,514 (two hundred seventy million nine hundred ninety three thousand five hundred fourteen)** was spent representing 73.22% of the total funds received. See Annex A for details.

There was unspent balance totaling **UGX.99,121,406 (ninety nine million one hundred twenty one thousand four hundred six)**. This arose due to late release of fourth quarter funds which made it impossible to complete the procurement process and acquire the procurable on time.

Additionally, the Commission had balances worth **UGX.497,308,933 (four hundred ninety seven million three hundred eight thousand nine hundred thirty three)** that were carried forward from the approved workplan of the previous years out of which **UGX.390,816,282 (three hundred ninety eight thousand sixteen thousand two hundred eighty two)** was spent in FY 2022/23.

Therefore, the total unspent funds by end of June, 2023 amounts to UGX.205,614,057 (two hundred five million six hundred fourteen thousand fifty seven).

2.3 Physical performance of the Commission during the Financial Year 2022/23

2.3.1 Recruitment of Judicial Officers

The Commission received vacant post declarations from the Judiciary for filling 157 Judicial and 186 non-judicial vacant positions in the Judiciary.

The following was achieved by end of June, 2023:

- i. Following the advice rendered by the Commission, H.E the President, appointed;
 - a) Three (3) Justices of the Supreme Court
 - Justice Elizabeth Musoke
 - Justice Musota Stephen
 - Justice Madrama Christopher Izama
 - b) One (1) Justice of the Court of Appeal.
 - Justice Oscar John Kihika

- c) Head of the Industrial Court
Justice Linda Tumusiime
 - d) Judge of the Industrial Court
Justice Wabwire Musana Anthony Patrick
 - e) Registrar of the industrial Court
HW Sylvia Mbuga Nabaggala
- ii. Advert for additional 2 vacant positions for Justice of the Supreme Court and 2 vacant positions of the court of Appeal declared by Judiciary in 2022/23 placed.
 - iii. Advice rendered to the Appointing authority for appointment of
 - a) 11 Judges of the High Court and
 - b) 6 Registrars.Consequently, H.E the President appointed 11 Judges of the High Court and 6 Registrars in early July 2023.
 - iv. The Commission appointed 14 Deputy Registrars, 13 Assistant registrars, and 20 Chief magistrates.
 - v. The Commission Conducted aptitude Interview that was sat by 780 candidates for the Position of Magistrate Grade one. The Commission further carried out oral interviews were 264 candidates were interviewed for 87 posts of Magistrate Grade one. The Commission appointed 87 magistrates early July 2023.
 - vi. Conducted background checks on candidates for positions of High Court Judge, Registrar, Deputy Registrar, Assistant Registrar, and Chief Magistrates.

The lists of the judicial officers recruited is attached as an annex 4.

Table 5: Summary of Recruitment of Judicial Officers

S/N.	Post Title	Number of Declared Vacancies	Number of applications received			Number Shortlisted			Appointed			Notes
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
1	Justice of the supreme court	2	5	3	8	3	3	6				Advice rendered to the Appointing authority (H.E the President) for appointment.
2	Justice of the court of Appeal	3	32	8	40	7	4	11				Advice rendered to the Appointing authority (H.E the President) for appointment.
3	High Court Judge	11	88	69	157	41	28	69	5	6	11	Advice rendered to the Appointing Authority (H.E the President) and Appointments made in early July 2023
4	Registrar	6	9	8	17	6	8	14	3	3	6	Advice rendered to the Appointing Authority (H.E the President) and Appointments made in early July 2023
5	Deputy Registrar	14	22	28	50	16	19	35	7	7	14	
6	Assistant Registrar	13	12	23	35	9	17	26	4	4	8	5 additional Assistant registrars were appointed in early JULY 2023
7	Chief Magistrate	20	77	82	159	34	39	73	8	12	20	
8	Magistrate Grade one	88	434	503	937	149	115	264	00	01	01	Recruitment process was still ongoing by the end of the FY. 87 additional Magistrate grade ones were appointed in early July 2023.
	Total	157	679	724	1403	265	233	498			60	

- vii. The Commission confirmed 134 Magistrates Grade One in appointment in Judicial Service after successfully service of the Acting period.

2.3.2 Recruitment of Non-Judicial officers in Judiciary Service

Following the introduction of article 148A in the Constitution of Uganda, the Commission is mandated to recruit non-judicial officers to serve in the Judiciary service. This is operationalized by the Administration of Judiciary Act, 2020.

The Commission appointed 71 other staff of the Judiciary for various positions as follows.

Table 6: Summary of Administrative Cadre

Sn	Post Title	Number of Vacancies	Number of Applications received	Appointed
1	Court Clerk/Interpreter	130	133	37
2	Assistant Records Officer	1	26	1
3	Office Attendant	55	93	33
	Total	186	252	71

Appointment on Local Contract

No	Title	Number Appointed
1	Principal Personal Secretary	1
2	Senior Personal Secretary	1

2.3.3 Complaints and investigations

The Department of Complaints and Investigations is mandated:

1. To receive, and process complaints from the public, undertake timely investigation of complaints; preparation of investigation reports for consideration by the disciplinary committee of the commission and to support the disciplinary proceedings and function of the commission.
2. To effectively monitor the adherence by judicial officers, the staff of judiciary and officials of other quasi-judicial bodies, to the applicable provisions of the Constitution; the Judicial Service Act and its regulations, the Uganda Code of Conduct for Judicial Officers; the Uganda Public Service Standing Orders, and other applicable laws, policies, and regulations, that regulate their conduct and performance.

3. To initiate and review, from time to time, a policy to cover the public complaints mechanism and its objectives.
4. To offer and promote alternate dispute resolution mechanisms such as mediation to foster expeditious settlement of complaints lodged at the Commission.
5. To coordinate with other agencies of government in the investigation of complaints against judicial officers and staff of the Judiciary.

Complaints received

During, the financial year 2022/23, the Commission received 213 (two hundred thirteen) complaints against Judicial Officers out of which 134 (one hundred thirty four) complaints met the Judicial Service Commission admissibility criteria and had merit to warrant an investigation into the allegations and, therefore, files opened for further management. 79 (seventy nine) complaints were found to have no merit and therefore, recommended for closure.

Investigations

A total of 88 complaints against Judicial Officers were fully investigated during the financial year, 2022/2023.

Legal Advice

The Commission received and provided guidance to **846** walk-in clients (members of the public) who sought the commission's assistance on legal issues during the financial year 2022/23. Legal advice was rendered to the clients based on the facts presented and referrals to other institutions were also made. It ought to be noted that referrals were only made in instances where the complaint fell outside the jurisdiction of the Commission. Below is an illustration of those that were rendered advice and those that were referred.

Table 7: Walk in clients

	Q1	Q2	Q3	Q4	Total
Advice	9	42	153	536	740
Referrals	0	7	6	93	106
Totals	9	49	159	629	846

Out of the total of 846 mentioned above, 567 were received from the mobile outreach activity carried out in Masaka, Mbale, Gulu, Nebbi, Lira and Wakiso districts.

The referrals were made to institutions such as Uganda Human Rights Commission, Office of the Director of Public Prosecutions, Justice Centers Uganda, Law Council, Uganda Law Society Legal Aid Probono Project and Uganda Police Professional standards unit.

Covert Investigations

The Commission conducted a covert investigation with the objective to curb maladministration of justice in courts as a means of ensuring that justice is administered in accordance with Article 128 of the 1995 Constitution of the Republic of Uganda as amended.

Mobile Complaint handling

The Commission carried out a pilot mobile complaints and investigations outreach in the FY 2022/23. The purpose of the outreach was to take justice and services closer to the indigent people in accordance with Article 128 of the 1995 Constitution of the Republic of Uganda and receive people's complaints about Judiciary and the administration of Justice. The outreaches were carried out in Masaka City, Mbale district, Gulu district, Nebbi district, Lira District, Kira and Nabweru.

2.3.4 Disciplinary Affairs

The function of hearing and determining complaints received by the Commission was delegated to the Disciplinary Committee of the Commission. The Disciplinary Committee heard cases and referred them to the Commission for final determination.

In financial year 2022/23, a total of 134 complaint cases were handled at the Commission.

Table 8: Number of cases handled by the Disciplinary Committee (DC)

S/No.	DC Recommendations	Number of complaints
1	Closure	57
2	Dismissal	2
3	Severe Reprimand	2
4	Reprimand	0
5	Caution	0
6	Interface with full Commission	14
7	Further investigation	7
8	Under disciplinary process	52
	Total	134

Table 9: Complaints concluded by the Commission

S/No.	Decisions	Number of complaints
1	Evaluation of the case against Justice of the Supreme Court and advice rendered to the Appointing Authority in accordance with Article 144(4) of the Constitution.	1
2	Closed	44
3	Dismissal	3
4	Severe reprimand	2
5	Reprimand	0
6	Caution	0
7	sent back to Disciplinary Committee for further management	2
	Total	52
8	Recommendations for new charges	2

From table 12; The Commission in exercise of its mandate under regulation 31(1) handled 52 disciplinary cases out of which three (3) Judicial Officers were dismissed from Judiciary Service; two (2) Judicial Officers were handled severe reprimand; two (2) disciplinary cases were referred to Disciplinary Committee for further management; and 44 cases were closed due lack of sufficient evidence to prove the allegations, retirement of the judicial officers, death of the complainant or the respondent (judicial officers), withdrawal of the complaint, the complainant already obtained a remedy and loss of interest in the complaint by the complainant. The Commission also recommended to the Disciplinary Committee two (2) new charges arising out of the cases that were handled.

Additionally; the Commission undertook the evaluation of the case against Justice of the Supreme Court and rendered advice to the Appointing Authority for further Action in accordance with Article 144(4) of the Constitution.

Table 10: List of Judicial Officers dismissed from Service

No	Name	Rank	Decision
1	H/W John Kavuma Muggaga	Magistrate Grade One	Dismissed from Judicial Service with immediate effect
2	H/W Napio Agnes	Magistrate Grade Two	Dismissed from Judicial Service with immediate effect
3	H/W Latiff Nakibinge Abubaker	Magistrate Grade One	Dismissed from Judicial Service with immediate effect



The Attorney General of Uganda, Hon. Kiryowa Kiwanuka, Chairperson of the Commission, Justice Benjamin I. Kabiito and SC. Ruth Sebatindira during a disciplinary hearing session.

2.3.5 Public Legal Education

Radio Talk Shows

The commission conducted 149 radio talk shows that mainly addressed the mandate of Judicial Service Commission, the JSC public complaints system, issues affecting courts, gender based violence and corruption in courts. In addition, awareness was made on issues concerning general administration of justice like bail, criminal offences, criminal trial procedures, domestic violence and amendments in succession law. Out of 149, JLOS funded 30 radio talk shows and the rest were funded by Government of Uganda.



Above is DR/LEPAR, Mr. Mugisa Samuel conducting a radio talk show at Mega FM Gulu

Media Engagements

This is an activity where JSC team of educators and public relations interacts with the media practitioners in the districts/regions to sensitize them about the mandate of JSC in administration of justice. It also sensitizes the media practitioners about the role of the media in ensuring justice.

The Commission conducted engagements in 23 districts that is Masaka, Kalangala, Hoima, Masindi, Kyenjojo, Kasese, Mityana, Mubende Arua, Dokolo, Koboko, Lira, Kabale, Ntungamo, Ibanda, Mbarara, Abim, Moroto, Katakwi, Kaberamaido, Apac, Luweero and Nakaseke. 20 media practitioners were targeted per District. This means that the Commission reached approximately 460 media personnel, for print, broadcast and online media content creators. As an important audience, the Commission explained to them their role in the administration of justice and the participants also shared some of the challenges faced in covering Administration of Justice institution activities and achievements.



Above are Participants of the media engagement at Mubende High Court with the Chief Magistrate and Deputy Registrar, JSC (centre)



Above are Participants of the media engagement at Masindi High Court with the Deputy Registrar High court (centre) and Deputy Registrar JSC (right)

Social Media Campaigns

The Commission leveraged the use of Social media and shared content through Twitter, Instagram, WhatsApp and YouTube that covered the law relating to children and JSC. Specific and short messages were posted on different social media platforms to inform the audience about legal imperative of a given issue. The following are some of the messages that were sent on different social Media;

The following persons

The following persons are duty bound to report on any matter which affects the well being of a child under their charge —

- (a) a medical practitioner
- (b) a social worker
- (c) a teacher
- (d) a local councillor at LC1 level

They can report to the following authorities;

- probation and social welfare officer
- police officer
- LC1

Kingdom Kampala
P.O Box 7878, Kampala

Toll free: 0800100221

info@jsc.go.ug

www.jsc.go.ug

Prohibition of corporal punishment

It is an offence for a person in authority in any school to subject a child to corporal punishment. A person found guilty of that offence may be sentenced to imprisonment of up to 3yrs or a fine of up to Shs 2,000,000/= or both. (S. 106A of the Children (Amendment) Act, 2016.

"Corporal punishment" is defined as, any punishment in which physical force is intentionally used to cause pain or injury to a child, and includes punishment which is intended to belittle, humiliate or ridicule a child.

For inquiries Email: info@jsc.go.ug



Okuwerera okubonereza kw'okulumya

Musaango omuntu yenna ali mubuyinza musomero lyonna okubonereza omwana ng'amulumya. Omuntu anaasingisibwa omusang'ogwo ayinza okuwebwa ekibonerezo eky'okusibwa okutuuka kumya aka esatu oba okuwa engasi yabukadde bubiri obwa Uganda oba byombi. (Akawayiro, 106A etteeka ly'abaana eddongoseem) Etteeka, 2016.

"Okubonereza kw'okulumya" kunnyonyolwa nga okubonereza ng'okozesa namanyi ng'ogenderera mubugenderevu okuluma oba okumenya omwana, era kizingiramu okuswaza, okutyoboola n'okujeregerera omwana.

Okwongera okumenya ekibanja: info@jsc.go.ug



Marufuku ya Adhabu ya viboko

Ni kosa kwa mtu mwenye mamlaka katika Shule yoyote kumpa mtoto adhabu ya viboko. Mtu anayepatikana na hatia ya kosa hilo anaweza kuhukukumiwa kifungu cha hadi miaka mitatu au faini ya shilingi milioni mbili au vyote kwa pamoja (Kifungu cha 106A cha sheria ya Watoto (Marekebisho) ya 2016.

'Adhabu ya viboko' inafanuliwa kama, adhabu yoyote ambayo nguvu ya kimwili inatumika kusababisha maumivu au jeraha kwa mtoto, na inajumuisha adhabu ambayo inakusudiwa kumdharau, kumdhallisha au kumdhihaki mtoto.

Kwa maswali yoyote, Barua pepe ni: info@jsc.go.ug

Consultative Meetings with Judicial Officers

During these meetings, the team from JSC interacts with Judicial officers at various courts and discuss with them issues which may be affecting the performance of an individual judicial officer. Also ethics and integrity of the officers are discussed. The aim is listen to the judicial officers and get their concerns which can help JSC team to make appropriate proposals for education and information of judicial officers.

The Commission conducted 39 consultative meetings with Judicial Officers at Various Courts on Performance, Ethics and Integrity.

The Consultative meetings with Judicial Officers were conducted in Apac, Adiku, Apala, Dokolo, Kaberamaido, Lira, Kole, Aboke, Otuke, Alebtong, Oyam, Kabale High Court, Kabale Chief Magistrates courts, Kabale Magistrate Grade I Court, Rubanda, Mbarara High Court, Mbarara Chief Magistrates Court, Kiruhura, Ibanda Chief Magistrates courts, Mbale High Court, Mbale Chief Magistrates Court, Pallisa Chief Magistrates Court, Kibuku, Budaka, Mbale Municipality, Bududa, Manafwa, Kapchorwa, Siroko, Bulambuli, Moroto High Court, Moroto Chief Magistrates Court, Nakapiripirit, Isingiro, Sanga, Mbarara Municipality Court, Mitooma, Bushenyi and Rubirizi.



Deputy Registrar and Personal Secretary JSC with Judicial officers and staff of Judiciary at Kiruhura Chief magistrates Court



Above is the Chief Magistrate and Grade One Magistrate, Pallisa with JSC team

Consultative Meetings with other Staff of the Judiciary

The team from JSC interacted with other staff of the Judiciary at various courts with the aim of listening to their issues/ challenges and receive proposed solutions to those challenges. The purpose of the activity was to enable the Commission to prepare

appropriate educational programmes for them. In addition, it helped the Commission to collect challenges faced by the other staff of the Judiciary and recommendations based on evidence.

The Commission conducted 39 consultative meetings with other Staff of the Judiciary in Apac, Adiku, Apala, Dokolo, Kaberamaingo, Lira, Kole, Aboke, Otuke, Alebtong, Oyam, Kabale High Court, Kabale Chief Magistrates courts, Kabale Magistrate Grade I Court, Rubanda, Mbarara High Court, Mbarara Chief Magistrates Court, Kiruhura, Ibanda Chief Magistrates courts, Mbale High Court, Mbale Chief Magistrates Court, Pallisa Chief Magistrates Court, Kibuku, Budaka, Mbale Municipality, Bududa, Manafwa, Kapchorwa, Siroko, Bulambuli, Moroto High Court, Moroto Chief Magistrates Court, Nakapiripirit, Isingiro, Sanga, Mbarara Municipality Court, Mitooma, Bushenyi and Rubirizi.



Above is Ms. Ampaire Agnes, Legal Officer JSC with other Staff of the Judiciary at Mbarara High/CM Court

Printing and Dissemination of Citizen’s Handbook and IEC Materials on different laws

The Commission was able to print 62,000 copies of brochures on the the JSC mandate, Resolution of Land Disputes, Domestic Violence, Children and the Law, Sexual offences and Local Council Courts.

The Citizen’s handbook contains basic legal information and highlights the services offered by the different Justice, law and order institutions. The Commission printed and disseminated 1,500 copies of the Citizens Handbook.

Research

Research studies are supposed to inform the Commission in its role to prepare and implement programmes for judicial officers and the public about law and administration of justice. They are also supposed to provide evidence to support the Commission's advice and recommendations on the administration of justice generally.

Covid-19 pandemic disrupted the normal functioning of all sectors of society including administration of justice. A number of measures were initiated to provide justice services amidst restrictions brought by measures instituted to combat the spread of covid-19. The Commission conducted a study to highlight and assess the effect of the covid-19 pandemic on access to justice in Uganda.

Anti-Corruption Initiatives

Radio Talk Shows

The Commission conducted a total of 37 anti-corruption radio talk shows in 29 districts across the country. At least 259 calls were received during the talk shows. The radio talk shows aimed at raising awareness and educating the public on the different forms/manifestations of corruption in the judiciary, causes and effects of corruption and strategies to combat the same.

S/n	District	Radio station	Number of Talk shows
1	Soroti	Kyoga Veritas	1
2	Mbale	Katinvuma	1
3	Kumi	Continental FM	2
4	Tororo	East FM	1
5	Busia	Jogo FM	1
6	Nebbi	Rainbow FM	1
7	Pakwach	Pakwach FM	1
8	Buyenda	Enduba FM	1
9	Ngora	Aisha FM	2
10	Ibanda	Rwenzori FM	1
11	Amuru	Mega FM	1
12	Kyenjojo	Unique FM	1
13	Buliisa	Biiso FM	1
14	Kalangala	Radio Ssese	1
15	Rakai	KBS Ekisweko	1
16	Nakaseke	Musana FM	1
17	Nakasongola	UBC	1
18	Mityana	Mboona FM	1
19	Mubende	Tropical FM	1
20	Masaka	CBS	2

21	Kampala	Metro FM	1
22	Kiboga	Kiboga FM	2
23	Wakiso	Impact Media	2
24	Kampala	CBS	1
25	Budaka	Bugweri FM	2
26	Kotido	Eko FM	2
27	Masindi	Kings Broadcasting	2
28	Hoima	Spice FM	1
29	Bugiri	Eastern Voice	1
			37



Commissioner, Mr. Okello Jimmy and Legal Officer, Agnes Asitolo at Eko FM, Kotido after a radio talk show on corruption in the Uganda's justice system

Anti-corruption workshops

The Commission conducted 08 workshops with stakeholders on anti-corruption in the districts of Buyende, Ngora, Butaleja, Katakwi, Kitgum, Lira, Lamwo & Apac. The main objectives of the workshops were to;

- a) To share knowledge on the mandate of the Judicial Service Commission.
- b) To sensitize the local leaders and the public on corruption in the judiciary.
- c) To receive people's inquiries and recommendations regarding administration of justice through open discussions.

The discussions encompassed functions of the commission and further highlighted JSC disciplinary processes. The presenters took the participants through the forms of judicial corruption, factors facilitating corruption, effects of judicial corruption and strategies that have been put in place by the Commission to prevent and combat corruption in the judiciary.



A group picture after the Anti-Corruption Workshop held in Buyende District

Court Inspections

The Commission prepared a Court Inspection Guide in 2019 which is a comprehensive tool that is used to observe and check progress and quality of the administration of justice through courts of Uganda.

The Commission successfully inspected **40** magisterial areas and **06** High Courts. During these inspections, the Commission also created awareness amongst the court users about JSC mandate in all courts visited. Inspection teams held meetings with Judicial officers and non-judicial officers and reminded them about doing their work diligently and avoid being corrupt.

List of magisterial areas inspected

S/N	Name of Magisterial Area	Name of Court	District
1	Hoima	Hoima Chief Magistrate Court	Hoima
2	Buliisa	Buliisa Chief Magistrate Court	Buliisa
		Biiso Magistrate Grade One Court	
3	Kibaale	Kibaale Chief Magistrate Court	Kibaale
		Kagadi Magistrate Grade One Court	Kagadi
4	Kyenjojo	Kyenjojo Chief Magistrate Court	Kyenjojo
		Kyegegwa Magistrate Grade One Court	Kyegegwa
5	Masaka	Masaka Chief Magistrate Court	Masaka
		Lwengo Magistrate Grade One Court	Lwengo
		Bukomansimbi Magistrate Grade One Court	Bukomansimbi
6	Rakai	Rakai Chief Magistrate Court	Rakai
		Lyantonde Magistrate Grade One Court	Lyantonde
		Kyotera Magistrate Grade One Court	Kyotera
7	Rukungiri	Rukungiri Chief Magistrate Court	Rukungiri
8	Kanungu	Kanungu Chief Magistrate Court	Kanungu
9	Kiruhura	Kiruhura Chief Magistrate Court	Kiruhura
		Sanga Magistrate Grade One Court	
		Kazo Magistrate Grade One Court	Kazo
10	Mbarara	Mbarara Chief Magistrate Court	Mbarara
		Rubindi Magistrate Grade One Court	
11	Ntungamo	Ntungamo Chief Magistrate Court	Ntungamo
12	Ibanda	Ibanda Chief Magistrate Court	Ibanda
13	Bushenyi	Bushenyi Chief Magistrate	Bushenyi
14	Iganga	Iganga Chief Magistrate Court	Iganga
15	Jinja	Jinja Chief Magistrate Court	Jinja
		Bugembe Magistrate Grade One Court	
16	Kamuli	Buyende Magistrate Grade One Court	Buyende
17	Mubende	Mubende Chief Magistrate Court	Mubende
18	Mityana	Mityana Chief Magistrate Court	Mityana
19	Arua	Arua Chief Magistrate Court	Arua
		Arua Magistrate Grade One Courts	

S/N	Name of Magisterial Area	Name of Court	District
20	Nebbi	Nebbi Chief Magistrate Court	Nebbi
		Paidha Magistrate Grade One Court	Zombo
		Packwach Magistrate Grade One Court	Pakwach
21	Moyo	Moyo Chief Magistrate Court	Moyo
		Adjumani Magistrate Grade One Court	Adjumani
22	Tororo	Butaleja Magistrate Grade One Court	Butaleja
23	Lira	Lira Chief Magistrate Court	Lira
24	Apac	Apac Chief Magistrate Court	Apac
		Aduku Magistrate Grade One Court	
25	Kayunga	Kayunga Chief Magistrate Court	Kayunga
26	Luwero	Luwero Chief Magistrate Court	Luwero
27	Nakasongola	Nakasongola Grade One Court	Nakasongola
28	Sironko	Sironko Chief Magistrate Court	Sironko
29	Kapchorwa	Kapchorwa Magistrate Grade One Court	Kapchorwa
30	Kitgum	Kitgum Chief Magistrate Court	Kitgum
		Lamwo Magistrate Grade One Court	Lamwo
31	Pader	Pader Magistrate Grade One Court	Pader
		Patongo Chief Magistrate Court	Agago
		Kalongo Magistrate Grade One Court	
32	Moroto	Moroto Chief Magistrate	Moroto
33	Kotido	Kotido Chief Magistrate Court	Kotido
		Abim Magistrate Grade One Court	Abim
34	Kumi	Kumi Chief Magistrate Court	Kumi
		Ngora Magistrate Grade One Court	Ngora
35	Katakwi	Katakwi Magistrates Court	Katakwi
36	Budaka	Budaka Chief Magistrate Court	Budaka
		Kibuku Magistrate Grade One Court	Kibuku
37	Kamuli	Kamuli Chief Magistrate Court	Kamuli
		Bugaya Magistrate Grade One Court	
38	Kiryandongo	Kiryandongo Chief Magistrate Court	Kiryandongo
		Bweyale Magistrate Grade One Court	
39	Mayuge	Mayuge Chief Magistrate Court	Mayuge
		Mayuge Magistrate Grade One Court	
40	Sembabule	Sembabule Chief Magistrate Court	Sembabule
		Mateete Magistrate Grade One Court	

Benchmark visits

The Commission held two bench mark visits with Transparency International, Uganda and The Inspectorate of Government to share best practices in the fight against corruption in the judiciary in Uganda. The Commission chose the Inspectorate of Government because of their mandate to fight corruption in Uganda, which is not different from the Commission's mandate to initiate strategies, ways and means of combating corruption, and maladministration of justice and abuse of office in the judiciary. While, Transparency International, Uganda was identified because of the extensive research they have conducted in the field of corruption in Uganda.



Staff of the Anti-Corruption Department posing for a picture with the Executive Director and staff of Transparency International Uganda at their headquarters in Ntinda, Kampala.



The IG Ms. Beti Kamyia giving opening remarks during a bench mark visit with the Inspectorate of Government, Kampala.



Deputy Registrar of the Anti-Corruption Department making a presentation.

2.3.6 General administration and support services

In order for the Commission to deliver the outputs during the financial year, various administrative and human resource support activities were undertaken as follows:

Audit and Risk Management

Internal audit achieved the following;

- Analyzed internal processes with focus on internal control systems, governance processes, checks and balances with appropriate recommendations to management to ensure compliance to GOU Laws and regulations ; and
- Prepared 4 quarterly (Q4 FY 2021-22; and Q1, Q2 & Q3 FY 2022-23) audit reports

Administration

Administration achieved the following outputs;

- i. 24 Commission meetings held.
- ii. Response to Audit issues raised offered.
- iii. Quarterly utility and accommodation bills paid.
- iv. Daily Guard and security services provided.
- v. Quarterly Cleaning and sanitation services provided.
- vi. 4 Top Management Meetings and 4 Senior Management Meetings held.

- vii. Commission's fleet (14 vehicles and 4 motor cycles) maintained in good condition.
- viii. Machinery, Equipment and Furniture maintained in good condition for use.
- ix. Enterprise risk management implemented.

Communications section

The Communications section achieved the following outputs;

- i. Information sharing platforms to promote special JSC initiatives and announcements on social media updated and maintained. The Commission uses different platforms to share information that is website (<https://www.jsc.go.ug/>), and twitter (@JSCUganda).
- ii. The Commission participated in various public awareness activities where information on JSC achievements was shared with members of communities and the public at large. Such events include the international Africa Public Service Day, Celebrating Labour Day with the head judge and staff of the Industrial Court among others.



Head Judge Industrial court addressing invited guests and Members of the Commission in a Court Hall at the Industrial Court.

IT unit

IT unit achieved the following outputs;

- i. Website Hosting, Email and Domain renewed.
- ii. The Commission website redesigned, upgraded and Updated quarterly
- iii. ICT equipment (60 Computers, 30 Printers, 5 Photocopiers) repaired and serviced quarterly
- iv. Quarterly Internet subscriptions made

Finance and Accounting

The accounts section achieved the following outputs;

- i. Timely payment of requisitions
- ii. 4 quarterly (Q4 FY 2021-22; and Q1 , Q2, & Q3 FY 2022-23) financial reports prepared
- iii. Annual External Audit activity facilitated

Human Resource Management Department

The human resource management function achieved the following outputs;

- Staff salaries, Commission Members emoluments and pension paid for 12 months;
- Harmonised wage, pension and gratuity budget requirements for the FY 2022/23 and 2023/24 with MoFPED and MoPS.
- Staff Performance Monitoring and Evaluation conducted.
- Pre- Retirement training session conducted.
- The commission recruitment exercise supported
- Commission Members inducted.
- Staff capacity building/training coordinated.

Records section

Achieved the following outputs;

- i. 100% of the mails received dispatched
- ii. Quarterly file census conducted
- iii. Quarterly update of the EDMS

Planning and Policy function

The unit achieved the following;

- Prepared the Budget Framework Paper and work plan for FY 2023/2024
- Prepared the Ministerial Policy Statement FY 2023/2024
- Prepared quarterly performance reports.
- Prepared annual and quarterly work plans for FY 2023/2024
- Provided policy guidance to the Commission
- Prepared and disseminated 2021/22 Annual Report
- Coordinated 4 Finance Committee meetings

- Monitoring and Evaluation of Commission activities was carried out to ensure the Commission was on the right track on delivering its mandate and inform the work plans of the subsequent years.

Development (Capital Purchase)

Under the retooling of Judicial Service Commission, the Commission procured;

- i. Two double cabin pickups
- ii. One saloon car

Capacity building and Training

The Commission conducted;

- i. a four (4) day training for 12 staff at The Management, Training and Advisory Centre (MTAC) from the 5th to 8th day of June 2023 in Personal Security and Safety during investigations, Methods and Techniques of investigation, Running and executing an investigation, Techniques of interviewing and interrogation, Intelligence and use of informants in criminal investigation, Cyber-crime investigation, Introduction to Money laundering investigation, Case file compilation (theory and practice), The role of forensic science in criminal investigation, Exhibit Management, Application of digital evidence in criminal investigations, Case reporting procedures, Procedures in giving evidence to Court/Court room procedures, Evaluating evidence in a case during investigation and Investigation of economic crime.
- ii. a one (1) day training for 10 staff in Performance Management in the Commission Boardroom on the 27th day of June 2023 with facilitators from Brookings Institute.
- iii. a 3 days' capacity building training for the staff. The participants included staff of the departments of Anti-corruption and Disciplinary Affairs. The training topics included corruption trends, legal framework on anti-corruption initiatives and institutions involved in the fight against corruptions, strategies to fight corruption, successful prosecution of corruption cases, team work among others.

The Commission also sponsored 6 staff to advance their studies in different areas to aid their career growth.

Subscription to Professional Bodies

The Commission subscribed to the Uganda Law Society and the East African Law Society. This was aimed at keeping the lawyers at the Commission professionally up to date through the continuous Professional Development programmes organized by these bodies.

Implementation of HIV Workplace Policy

The Commission;

- i. Sensitized its staff on HIV/AIDS, Health and wellness
- ii. Provided screening of Cancer, general body checkup and HIV/AIDS testing to staff.
- iii. Held a meeting with Ministry of Health Officials on integration of TB activities into the HIV/AIDS workplace Policy.



A staff of the Infectious Diseases Institute after taking a blood sample from a staff of the JSC. This was during a general health and awareness camp at the Commission.

Equipping the Resource Centre

The Resource Centre was equipped with various legal reference materials. The Resource Centre provides access to staff and the public to legal resources for reference on different legal issues. The Commission planned to equip the resource centre with 33 reference legal materials and this was done. The following titles were added to the stock of legal materials;

S/N	Book title	Author
1	My life Turbulent Times and service in the three branches of Government	Bart Magunda Katureebe
2	Employment Law: Guide for employees	George Ogembo
3	Founding the Constitution of Uganda Essays and Materials	Richard Okumu Wenge
4	Administration and Delivery of Justice in Uganda Through the Years	Chief Justice Samuel William W. Wambuzi
5	By God's Grace the judge that I was	Asaph Ruhinda Ntengye
6	Procedure in the law of succession Revised Edition	Mary A. Ang'awa
7	The Design of Micro Credit Contracts and Micro Enterprises Finance in Uganda.	Dr. Winfred Tarinyeba- Kiryabwire
8	Key Issues in Jurisprudence: an in-depth discourse on jurisprudence problems	Omony John Paul
9	Effective Legal Research	John Knowles
10	Unlocking Evidence	Charanjit Singh and Muhamad Ramjohn.
11	The law of Evidence in Uganda	Cornelius Henry Mukiibi.
12	How to Argue and Win	Gerry Spence.
13	Company law in East Africa	David J. Bakibunga.
14	Principles of Company law in Uganda.	Chrispas Nyombi and Alexander Kibandama
15	Homicides and non-fatal assaults in Uganda	Lillian Tibatemwa.
16	An Introduction to international criminal law and procedure Fourth Edition	Robert Cryer
17	Family Law Digest on Matrimonial Property	Katarina Juma
18	Courting Social Justice: Judicial Enforcement of Social and Economic Rights in the Developing World. Edited	Varun Gauri, and Daniel M. Brinks.
19	Unlocking Land Law	Judith Bray
20	Modern Land Law	Martin Dixon
21	Megaary& Wade: The law of Real Property Ninth Edition	Martin Dixon, Elizabeth Cooke and Stuart Bridge.
22	Intellectual Property Law In East Africa	David Bakibinga and Kakungulu Mayambala
23	Legal Ethics & Jurisprudence in National Building	Luis G.Franceschi F. & Andrew M. Ritho
24	Divorce Law: Case book in Uganda	Solomy B. Bossa

S/N	Book title	Author
25	Mastering Legal Research	Prof. Tom Ojienda and Katarina Juma
26	Uganda Civil Justice Bench Book	Law Development Centre
27	KALR Commercial Law I	Ladislaus Kiiza Rwakafuuzi
28	KALR Environment Practice	Ladislaus Kiiza Rwakafuuzi
29	Understanding Negligence and Strict Liability	Yusuf Kiwanda and Ivan Mutyaba
30	Criminal Investigations, Prosecution and Procedure	Chris Bakiza
31	A Casebook on the Law of Succession	W M Musyoka
32	African Customary Law: Developing An African Jurisprudence	Peter Onyango Onyoyo
33	KALR Commercial Law II	Ladislaus Kiiza Rwakafuuzi

CHAPTER

Three

3.1 Planned activities for Financial Year 2023/24

UGX. 20,428,404,381 (twenty billion four hundred twenty eight million four hundred four thousand three hundred eighty one) budget was approved for the Commission to execute its mandate in FY 2023/24. The total approved budget is composed of wage of **UGX. 3,200,825,354 (three billion two hundred million eight hundred fifty two thousand three hundred fifty four)**, recurrent non-wage budget of **UGX. 14,453,901,053 (fourteen billion four hundred fifty three million nine hundred one thousand fifty three)**, Development budget of **UGX. 2,773,677,974 (two billion seven hundred seventy three million six hundred seventy seven nine hundred seventy four)** and arrears worth **UGX. 4,139,251 (four million one hundred thirty nine thousand two hundred fifty one)**. The Commission expects **UGX.988,850,000 (Nine hundred eighty eight million eight hundred fifty thousand)** from JLOS SWAP funding for the implementation of planned activities for FY 2023/2024.

Table 11: Summary of GoU budget for FY 2023/2024

Item	Approved Budget
Wage	3,200,825,354
Non-wage	14,453,901,053
Dev't	2,773,677,974
Arrears	4,139,251
Total	20,432,543,632
Total Budget Excluding Arrears	20,428,404,381

In line with the approved budget for FY 2023/24, JSC intends to undertake the following;

Recruitment of Judicial Officers and other staff of the Judiciary

In order to improve the performance of the Judiciary, the JSC plans to fill all vacant positions declared by the Judiciary for both judicial officers and other staff of the Judiciary timely. In addition, the JSC will confirm all eligible judicial officers upon recommendation received from the Judiciary.

Disciplinary Affairs of Judicial Officers and other staff of the Judiciary

Complaints management

The JSC plans to handle all disciplinary cases arising out of complaints from the public against judicial officers and other staff of the Judiciary. The Commission will receive and register complaints against the Judicial officers and other staff of the Judiciary service from the public using several means including;

a) Registration of complaints

The JSC encourages all persons with complaints or recommendations about the courts, and are able, to visit our offices on 8th Floor, Kingdom Kampala, Nile Avenue, Kampala and our regional offices at Moroto, JLOS Building, Masaka, Probation and welfare Office, Masaka Local Government and Mbarara, Mbarara District Headquarters.

b) Postal Services

The JSC 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.

c) Electronic mail services

The JSC has a vibrant website at www.jsc.go.ug and an email address: info@jsc.go.ug through which we can be contacted. The Commission projects to register a total of 300 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.

Investigation of Complaints

In order to ensure a thorough disciplinary procedure, the Commission will ensure prompt handling and investigation of the complaints received. In the FY 2023/2024, the JSC plans to investigate at least 100 complaints. All complaints will be thoroughly investigated by Commission investigators; and in partnership with police and other bodies where necessary.

Disciplinary Committee Meetings

The JSC will hold 36 disciplinary committee hearings for Judicial officers and 8 disciplinary Committee meetings for Other staff of the Judiciary to consider investigated complaints and have them resolved. When a case reaches the level of the Disciplinary Committee, both the complainant and the respondent (Judicial Officer and other staff of the Judiciary service) is required to appear before the Committee for formal hearing with evidence and witnesses at hand. In some cases, 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.

Mobile complaints receipt and investigation

It has been established that there are several complaints in the public but they haven't been reported due to the cost (transport) to access the JSC offices. Therefore, the Commission innovated a way of reaching out to people to get their complaints and introduced mobile complaint handling. In this, the Commission will conduct 8 mobile complaints receipt and investigation in different sub regions to collect complaints, guide the public and conduct investigations.

Public legal education and Research

Radio talk shows

The JSC will conduct public legal education through 96 live radio talk shows throughout the country. The talk shows will sensitize the public about land justice, money lending, Trial procedure, bail and police bond, children's rights, domestic, violence, mandate of JSC, succession and marriage laws.

IEC Materials

The Commission will develop, print and disseminate 5000 copies of IEC Materials on court procedures and initiatives to improve administration of justice, and disseminate 1000 copies of the Citizens Hand book.

Media Engagements

The JSC will continue to engage the media fraternity on its mandate and the various initiatives that are being undertaken to address the bottlenecks in Administration of Justice. This will be done through 8 media engagements across the country.

Legal Education, Public Affairs and Research (LEPAR) Committee meetings

The JSC will conduct 12 LEPAR Committee meetings to discuss the strategic direction of public legal education and research.

Engagement with Judiciary

The Commission will conduct capacity building engagements with judicial officers and other staff of the Judiciary on emerging trends in administration of Justice as a means to improve their performance and guard against corruption practices.

64 consultation meetings with judicial officers and other staff of the Judiciary at the various courts on performance, service delivery, women's access to the legal system, ethics and integrity will be carried out.

Public sensitizations

The Commission plans to undertake;

- i. 6 Engagements with court users at various court halls about mandate of JSC and administration of justice,
- ii. 4 engagements using Social media on topical issues about administration of justice,

- iii. 4 Prison inmates sensitization on prisoners' rights and trial procedure conducted in Lira, Fort portal, Mbale and Masaka and;
- iv. 12 Sensitization campaigns for selected district local government officials Moroto, Nakapiripirit, Katakwi, Amuria, Bukedea, Palisa, Budaka, Iganga, Kaliro, Gomba, Masaka, Bunyangabu, and Kamwenge conducted

Research

The Commission plans to undertake one Research study on Protection of children against sexual and gender based violence in Uganda in the FY 2023/24.

Anti-Corruption Initiatives

Court Inspections

The Commission will inspect courts in 40 magisterial areas spread over the Country. This is in line with the continued Commission commitment to check performance, adherence to policies and standards and the good practices expected of institutions under the public service of Uganda and ultimately reduce corruption in Courts.

Anti-Corruption Committee meetings

The Commission plans 4 Anti-Corruption Committee meetings to discuss policies and strategies to combat corruption in the Judiciary service.

Radio talk shows

The JSC will conduct 44 radio talk shows on anti-corruption throughout the Country. These radio talk shows will highlight forms of corruption and ways of combating it in the Judiciary service.

Public sensitization

The Commission will conduct 4 sensitization workshops on anti-corruption in the Judiciary service.

General administration and support services

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

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:

- Analyze internal processes with focus on internal control systems, governance processes, checks and balances with appropriate recommendations to management to ensure compliance to GOU Laws and regulations ;
- 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.

Administration

Administration will achieve the following outputs;

- i. 36 Commission meetings held
- ii. Response to Audit issues raised offered
- iii. Quarterly utility and accommodation bills paid
- iv. Daily Guard and security services provided
- v. Quarterly Cleaning and sanitation services provided
- vi. 4 Top Management Meetings and 4 Senior Management Meetings held.
- vii. Commission's fleet (17 vehicles and 4 motor cycles) maintained in good condition
- viii. Machinery, Equipment and Furniture maintained in good condition for use.
- ix. Standard operating materials against pandemics and epidemics provided
- x. Hold 4 Enterprise risk management meetings

Communications section

The Communications section will achieve the following outputs;

- i. JSC participation in 8 national events (Labor day, public service day, heroes day, women's day, independence day, Liberation day, Anti-corruption week, international day of the girl child) facilitated
- ii. Information sharing platforms to promote special JSC initiatives and announcements on social media updated and maintained
- iii. Public awareness on JSC achievements and interventions in 24 Districts undertaken
- iv. JSC participation in 8 national events facilitated

IT unit

IT unit will achieve the following outputs;

- i. Website Hosting, Email and Domain renewed annually.
- ii. The Commission website redesigned, upgraded and Updated quarterly
- iii. ICT equipment (60 Computers, 30 Printers, 5 Photocopiers) repaired and serviced quarterly
- iv. Quarterly Internet subscriptions made

Accounts Section

The accounts section will achieve the following outputs;

- i. Timely payment of requisitions
- ii. Four quarterly financial reports prepared
- iii. Annual External Audit activity facilitated

Human Resource Management Department

The human resource management function will achieve the following outputs;

- Timely payment of staff salaries;
- Payment of the Commission Members' monthly retainer allowances;
- Payment of pension and gratuity;
- The commission recruitment exercise supported Management of HCM;
- Staff performance appraisal management coordinated
- Submitting the Commission's staffing requirements to Public Service Commission;
- 50 JSC Staff inducted
- 4 Training Committee meetings held
- Liaising with the Judiciary on their human resource needs;
- Management of incapacity and death.

Records section

Will achieve the following outputs;

- i. 100% of the mails received dispatched
- ii. Quarterly update of personal files
- iii. Inactive files archived quarterly
- iv. Quarterly update of the EDMS

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 2024/2025;
- Prepare the Ministerial Policy Statement FY 2024/2025;
- Prepare quarterly performance reports and coordinate quarterly budget performance review meetings
- Prepare annual and quarterly work plans for FY 2024/2025
- Provide policy guidance to the Commission

- Prepare and disseminate 2022/23 Annual Report
- Coordinate 4 Finance Committee meetings
- Coordinate Annual stakeholder forum on topical matters affecting administration of Justice
- Conduct Monitoring and Evaluation: The Commission plans to conduct monitoring and evaluation exercises to assess coverage and effectiveness of the JSC activities and also make proposals for improvement as appropriate. The exercise will focus on the following:
 - i. Performance of the Complaints Handling Mechanism, including getting feedback from judicial officers on the Commission's performance of its disciplinary function;
 - ii. Public perception on the performance of judicial officers in their areas;
 - iii. The coverage and effectiveness of the civic education programmes; and
 - iv. The coverage and effectiveness of the court inspection exercises.

Development (Capital Purchase)

Under the retooling of Judicial Service Commission, the Commission plans to procure;

- i. Assorted furniture for 10 offices, Registry and 2 boardrooms Purchased
- ii. 5 Cabinets procured
- iii. JSC offices at Kingdom Kampala partitioned
- iv. Network cabling and trunking of the new JSC offices installed
- v. 10 laptops, 5 Desktops, 1 projector and assorted ICT accessories Procured
- vi. 2 heavy duty printers, and 4 small printers procured
- vii. 2 voice recording equipment to aid investigation and disciplinary hearings procured
- viii. Air Conditioners and other electrical consumables in JSC offices purchased and installed
- ix. Procure 1 PBX machine

Capacity building

The Commission recognizes the importance of having its staff with appropriate work skills, attitude and adaption to change. The Commission, therefore, plans to build capacity of its staff in strategic government processes, sponsor staff to advance their education and enhance the skills of Legal officers in prosecution, sign language and other areas.

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.

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 sensitize the staff and reinforce positive behavior 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.

The Commission will continue to engage with organizations which have a wealth of experience in HIV and related matters such as The Aids Support Organization (TASO), Aids Information Centre (AIC), Uganda Aids Commission (UAC), Mildmay Uganda etc. for further support in implementing the HIV workplace policy

HIV

CHAPTER

Four

4.1 Challenges

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

4.1.1 Part time nature of the Commission apart from the Chairperson

Constraints have been experienced in meeting the Commission's constitutional and statutory mandate in a timely and responsive manner owing to the composition of members of the Commission. With the exception of the Chairperson, the rest of the members of the Commission are part-time. The consideration of the matter awaits the Ministry of Justice and Constitutional Affairs consideration of the Cabinet memoranda on principles and objectives of the proposed amendment to the constitutional provisions of the Judicial Service Commission and Judicial Service Act and Regulations.

4.1.2 Inadequate provision of funds for the Commission

There has been inadequate provision of funds for the Commission to execute its wide constitutional and statutory mandate which have expanded to include staff of the Judiciary Service and appointment of Chairpersons and Officers of more quasi-Judicial bodies.

4.1.3 Lack of Office Accommodation

At the start of FY 2022/23, the Commission was renting Lotis Towers building. However, by late August 2022, the building developed cracks and the pillars bulged which led to its condemnation and the Commission was advised to vacate the premises for the safety of staff. The procurement process was initiated and concluded in December and the Commission relocated starting with January 2023. This hampered the operations of the Commission.

4.1.4 Inadequate transport provision

The Public Complaints System and the Public Awareness campaigns require Commission officers to traverse the country to raise awareness of people's rights and responsibilities, receiving and investigating 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.

4.1.5 Staffing gaps

By the end of the Financial Year, 2022/2023, the Commission had 94 positions filled out of 142 approved positions implying 66.2% staffing level. This leaves the Commission without critical staff to undertake the core mandate of complaints receipt and evaluation; investigation of complaints; and education of the public about law and administration of Justice in the Country.

4.1.6 Motivation of staff due to salary disparities

The Government has over the years increased salaries for Legal professionals and scientists. This created huge salary disparities among the legal professionals, science cadre and the Arts cadre. This reduces morale of the staff who are not earning appropriate living wage.

4.1.7 Regional offices

Under the Second JSC strategic plan 2020/21 – 2024/25, the Commission planned to establish 6 regional offices to take services nearer to the people and reduce costs for the clients seeking the Commission's service. By the end of June 2023, the Commission had operationalized only Moroto, Mbarara and Masaka regional offices. However, these offices still lack office equipment and staff to fully operate. This also leaves three regional offices not yet operationalized.

4.2 Recommendations to Address the Challenges

4.2.1 Increasing the Commission's budget

There is need to increase the Commission's budget at least to a tune of thirty billion shillings **(Ugx.30,000,000,000)** to enable full implementation of the Commission's mandate particularly recruitment and disciplining staff of the Judiciary service, 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.

4.2.3 Recruit staff

The Commission needs to fill 48 vacancies that are available within the current approved structure and also provide them with the necessary tools. The structure of the Commission was revised and this created a number of vacancies. However, it has not been fully operationalized because of the limited development budget to support the new structure.

4.2.4 Procurement of Motor Vehicles

The Commission should be provided funds to procure 18 new motor vehicles that are approximately worth UGX 5billion.

This will enable the Commission to conduct effective complaints handling, timely investigations, regular court inspections, public legal education, and anti-corruption crusade.

4.2.5 Harmonize Salaries

Government should also consider increasing salaries for all the staff inclusive of the Administrative, Human resource management, policy and planning, Accounts, Audit etc. staff.

Annex A: Financial Performance for FY 2022/2023 under JLOS SWAP

Activity Description	Input	Qty	Unit Cost	Total approved	Total Receipt	Total EXP
Equipping four regional offices i.e Arua, Masaka, Mbarara, and Moroto with Laptops, printers, mobile internet, & motor vehicles	Laptops	4	5,000,000	20,000,000	20,000,000	20,000,000
	Desk top computers	3	7,000,000	21,000,000	21,000,000	21,000,000
	Printers & Multipurpose photocopying machines	6	8,800,000	52,800,000	42,400,000	37,579,000
	Assorted furniture and fixtures	1	54,000,000	54,000,000	45,600,000	30,350,000
	Procure TV screen	4	3,000,000	12,000,000	12,000,000	11,867,800
	Procure water dispensers	4	800,000	3,200,000	3,120,000	2,919,748
Training in sign language for legal officers	Training fees	10	2,500,000	25,000,000	-	-
	Transport & stationery for officers	10	500,000	5,000,000	-	-
	Data Entry	1	20,000,000	20,000,000	10,000,000	635,000
Computerise records (EDMS)	Indexing- Computers	1	5,000,000	5,000,000	5,000,000	4,640,000
	Document Weeding-Scanners	1	20,000,000	20,000,000	20,000,000	-
Re-organise and create an archive in JSC for confidential, open/general files	Arranging, boxing and shelving, labelling and bundling	1	12,000,000	12,000,000	3,800,000	3,620,000
	Procure shelves	1	30,000,000	30,000,000	30,000,000	-
	Accessioning	1	10,000,000	10,000,000	-	-
	Radio Airtime	48	3,000,000	144,000,000	86,714,920	68,866,966
Conduct 48 live Radio talk shows	Travel costs	1	28,000,000	28,000,000	28,000,000	28,000,000
	On-spot regional complaints handling-Allowances	16	4,580,000	73,280,000	-	-
On-spot complaints receipt & handling at sub regional level	On-spot regional complaints handling-Travel in-land	1	10,080,000	10,080,000	10,080,000	10,080,000
	Assorted stationery	1	8,000,000	8,000,000	8,000,000	7,035,000
	On-spot regional complaints- Venue	16	300,000	4,800,000	4,800,000	4,800,000
	On-spot regional complaints- refreshments	16	200,000	3,200,000	3,200,000	3,200,000
	Radio announcements 8 per trip	128	50,000	6,400,000	6,400,000	6,400,000
	Interpreter@50,000 per day x 5days x16 trips	20	50,000	1,000,000	-	-
Pull-up stands	4	600,000	2,400,000	-	-	

Activity Description	Input	Qty	Unit Cost	Total approved	Total Receipt	Total EXP
Disciplinary Committee sittings	Facilitation for 5 members of the Commission	18	5,000,000	90,000,000	-	-
	Facilitation for support staff	18	990,000	17,820,000	-	-
	Witness allowances	18	800,000	14,400,000	-	-
	Service of sermons	18	2,500,000	45,000,000	-	-
	Refreshments and meals	18	1,375,000	24,750,000	-	-
	Assorted stationery	1	9,000,000	9,000,000	-	-
Procurement of equipment for Anti-corruption and inspection unit to ensure effective keeping up with media communications on alerts on corruption in the Judiciary and changing trends of manifestation of corruption.	Procure Laptops	4	5,000,000	20,000,000	-	-
	Procure Mobile Phones	5	-	-	-	-
	Procure Printers, scanners, photocopying machines	1	23,000,000	23,000,000	-	-
Conduct of field investigations	Investigation trips- Allowances	16	2,770,000	44,320,000	-	-
	Investigation trips- Travel inland	1	8,640,000	8,640,000	-	-
Conduct Radio Talk shows on anti-corruption interventions	Allowances for staff	24	3,150,000	75,600,000	-	-
	Radio Airtime	24	1,100,000	26,400,000	-	-
	Transport expenses	24	800,000	19,200,000	-	-
	Capacity building Training	8	24,000,000	192,000,000	-	-
Procurement of motorcycles for process serving	Procurement of motorcycle for process serving	2	10,000,000	20,000,000	-	-
Train 30 staff in customer care management in JSC compliants handling process	Train 30 staff in customer care management in JSC compliants handling process	30	1,500,000	45,000,000	-	-
Printing investigations guide, court inspections guide & prosecution guide	Printing investigations guide, court inspections guide & prosecution guide	1,200	15,000	18,000,000	-	-
Policy amd Planning	Facilitating policy and planning Unit				10,000,000	10,000,000
Procurement of vehicle to support effective investigations	Procurement of vehicle to support effective investigations	1	250,000,000	250,000,000	-	-
Bank charges						2,921,174
Total				1,514,290,000	370,114,920	270,993,514

Annex 1: JSC staff list as at 30th June 2023

S/N	Name	Post/Title	Salary Scale
OFFICE OF THE CHAIRPERSON			
1	Hon.Benjamin Kabiito	Chairperson,JSC	Specified
2	Amolo Lorna	Personal Assistant (legal)	U4
3	Kamulegeya Amooti Grace	Personal Secretary	U4
OFFICE OF THE SECRETARY			
4	Rose Nassali Lukwago	Secretary, JSC	UISE
5	Rebecca Namazzi	Personal Secretary	U4
6	Mawanda Martin	Office Attendant	U8
7	Kato Muhammed	Driver	U8
DEPARTMENT OF FINANCE AND ADMINISTRATION			
8	Akurut Jane Margaret	US/F&A	UISE
9	Kayondo Juliet	Principal Ass.Sec	U2
10	Abunyang Felix William	Senior Accountant	U3
11	Akello Christine	Accountant	U4
12	Nemwa Aliima	Accountant	U4
13	Kalibbala Marriate	Senior Internal Auditor	U3
14	Kyeyune Nixon	Senior Economist	U3
15	Innocent Atwijukire	Policy Analyst	U4
16	Nawire Grace Kibooli	Procurement Officer	U4
17	Akampurira Rhona	Internal Auditor	U4
18	Kuriigamba Geofrey	Information Technology Officer	U4
19	Maria Theresa Nabulya	Communication Officer	U4
20	Muganga Henry Sonko	Accounts Assistant	U5
21	Osujjo Moses Okiror	Assistant Inventory Management Officer	U5
22	Kavuma Robert	Assistant Office Supervisor	U5
23	Nalwooga Viola	Stegrapher Secretary	U5
24	Nandase Justine	Pool Stenographer	U6
25	Nakajiri Rachel	Receptionist	U7
26	Makoha Godfrey	Telephone operator	U7
27	Najjuma Joelia	Office Attendant	U8
28	Oluka David	Office Attendant	U8
29	Gingiera Fred	Office Attendant	U8
30	Gumisiriza Didas	Office Attendant	U8
31	Ebulu Nelson	Driver	U8

S/N	Name	Post/Title	Salary Scale
32	Anguyo Denis	Driver	U8
33	Kanakulya Daniel Musasizi	Driver	U8
34	Kotaki M. Joseph	Driver	U8

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

35	Mungoma Nelson	AC/HRM	U1E
36	Amoding Jennifer	PHRO	U2
37	Nsubuga Jacob	PHRO	U2
38	Nuwagaba Robert M	SHRO	U3
39	Amulen Naomi	SHRO	U3
40	Kaire Rebecca	Senior Records Officer	U3
41	Emitu Justine	Records Officer	U4
42	Naggayi Margaret	Personal Secretary	U4
43	Nabbosa Harriet	Ass. Records Officer	U5
44	Timongo Michael	Records Assistant	U7
45	Tumwebaze Bernard	Records Assistant	U8
46	Atuhura Miriam	Office Typist	U8
47	Anyopa Siyama Kalid	Office Typist	U8
48	Mpangire Jackson	Office Attendant	U8
49	Kimono Rebecca	Office Attendant	U8

DIRECTORATE OF LEGAL EDUCATION, PUBLIC AFFAIRS AND RESEARCH (LEPAR)

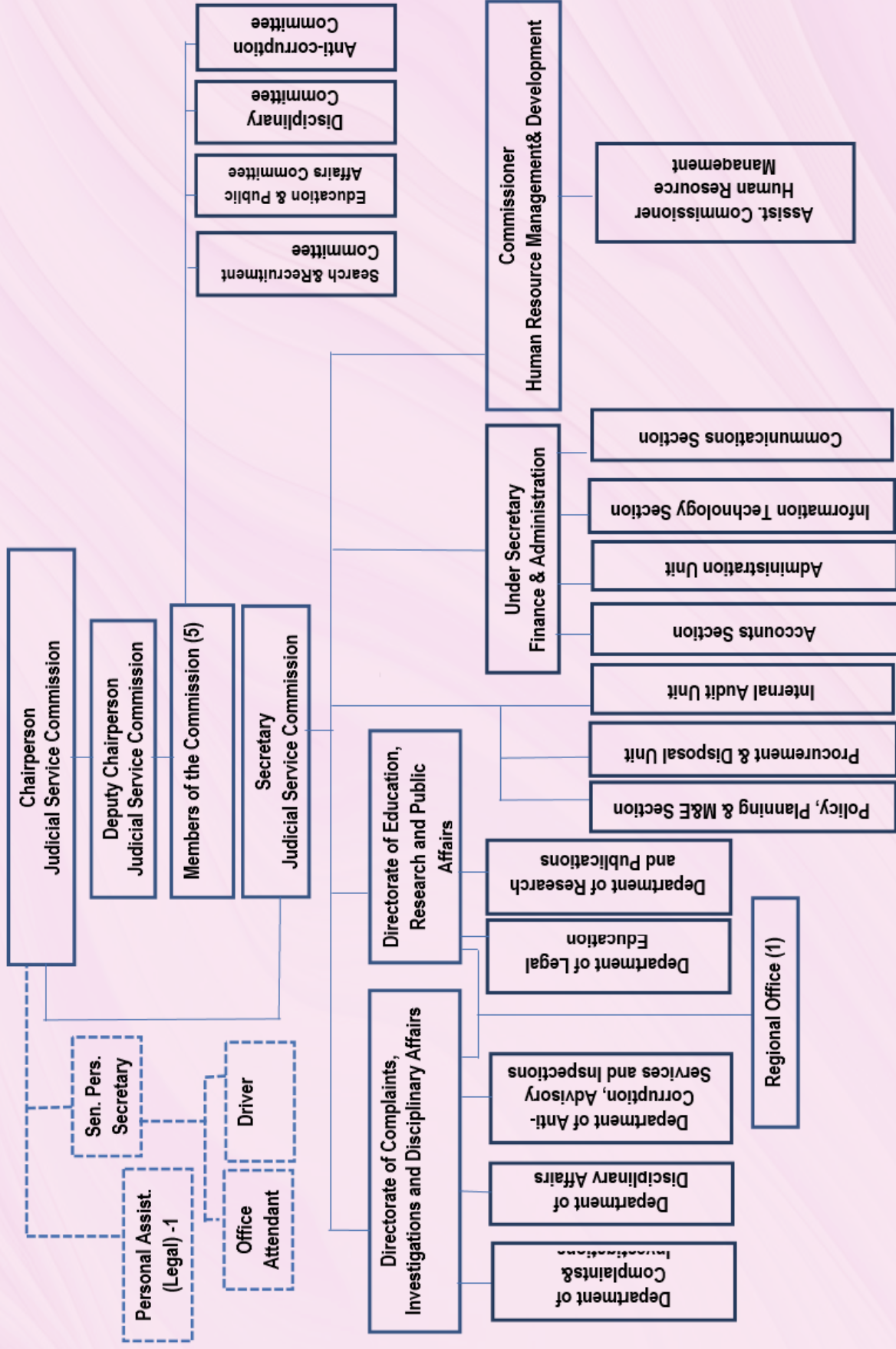
50	Sekagya Ronald	Registrar	U1SE
51	Mugisa Samuel M.	Deputy Registrar	U1SE
52	Semyano Faridah	Deputy Registrar	U1SE
53	Luleti Jonan	Senior Legal Officer	U3
54	Tuhairwe Herman	Senior Legal Officer	U3
55	Twinomugisha Patience	Legal Officer	U4
56	Ampaire Agnes	Legal Officer	U4
57	Akongga Ogwang Gloria	Legal Officer	U4
58	Nafula Alice Juma	Legal Officer	U4
59	Nkuye Andrew	Personal Secretary	U4
60	Atukunda Lillian	Personal Secretary	U4
61	Wogalo Abraham	Legal Clerk	U5
62	Kamuli Eric	Legal Clerk	U5
63	Olaki Nicholas	Office Attendant	U8
64	Lenia Lorraine	Office Attendant	U8
65	Kamusime Moreen	Office Attendant	U8

S/N	Name	Post/Title	Salary Scale
66	Mwine Tom	Driver	U8
67	Egesa James	Driver	U8
68	Kanyima Aaron	Driver	U8
69	Kayemba Ronald	Driver	U8

DIRECTORATE OF COMPLAINTS, INVESTIGATIONS AND DISCIPLINARY AFFAIRS (CIDA)

70	Mwebembezi Julius	Registrar	U1SE
71	Ginamia Melody. Ngwatu	Deputy Registrar	U1SE
72	Rukundo Allen Owembabazi.	Deputy Registrar	U1SE
73	Pamela Akello Kamlega	Principal Legal Officer	U2
74	Namutebi Christine Kellen	Senior Legal Officer	U3
75	Ilado Regina	Senior Legal Officer	U3
76	Mirembe Anita	Senior Legal Officer	U3
77	Ameo Jennifer Ogol	Senior Legal Officer	U3
78	Nalwoga Annet	Senior Personal Secretary	U3
79	Katungi Trevor Maani	Legal Officer	U4
80	Nduggwa Ivan	Legal Officer	U4
81	Naula Hajira	Legal Officer	U4
82	Asitolo Kizayo Agnes	Legal Officer	U4
83	Mirembe Isaac	Legal Officer	U4
84	Nabbosa Sandra	Legal Officer	U4
85	Nakalanzi Damalie	Personal Secretary	U4
86	Kamaranzi Evelyn	Legal Clerk	U5
87	Mukera Denis	Legal Clerk	U5
88	Nabutiti Alice	Office Attendant	U8
89	Omoding Gilbert	Office Attendant	U8
90	Adia Lewis Lennox	Office Attendant	U8
91	Zziwa Francis	Driver	U8
92	Kamugisha Thomas	Driver	U8
93	Oboth Dickens	Driver	U8
94	Kalibwani M. Bob	Driver	U8

Annex 2: Organogram for the Judicial Service Commission (JSC)



Annex 3: List of Judicial Officers Appointed in FY 2022/23

Justices of the Supreme Court

No	Name
1	Justice Elizabeth Musoke
2	Justice Musota Stephen
3	Justice Madrama Christopher Izama

Justice of the Court of Appeal

No	Name
1	Justice Oscar John Kihika

Judges of the High Court (Appointed Early July 2023)

SN	Name
1	Justice Flavia Nabakooza
2	Justice Philip Willebrord Mwaka
3	Justice Amos Kwizera
4	Justice David Samson Lwokya Makumbi
5	Dr Christine Akello Echokit
6	Justice Jamson Karemera Karemani
7	Justice Jacqueline Mwondha
8	Justice Aisha Naluzze Batala
9	Justice Rosette Comfort Kania
10	Justice Patience Emily Tumusiime Rubagumya
11	Justice Farouk Lubega

Acting Deputy Registrar

SN	Name	Sex	Background
1	HW Alum Agnes	Female	Assistant Registrar, Judiciary
2	HW Matenga Francis Dawa	Male	Assistant Registrar, Judiciary
3	HW Amoko Patricia Muhumuza	Female	Assistant Registrar, Judiciary
4	HW Muhumuza Didas	Male	Assistant Registrar, Judiciary
5	HW Chemeri Jessica	Female	Assistant Registrar, Judiciary
6	HW Mugala Jane	Female	Chief Magistrate, Judiciary
7	HW Tusiime Sarah Bashaija Barungi	Female	Chief Magistrate, Judiciary
8	HW Sayekwo Emmy Geoffrey	Male	Chief Magistrate, Judiciary
9	HW Mukanza Robert	Male	Chief Magistrate, Judiciary

SN	Name	Sex	Background
10	HW Obong George	Male	Chief Magistrate, Judiciary
11	Olumo Samuel	Male	Principal Legal Officer, Judicial Service Commission
12	Karungi Loe	Female	Chief State Attorney, Office of the Director Public Prosecutions
13	Mulalira Faisal Umar	Male	Assistant Director, Law Development Center
14	Kayondo Kabasinguzi Josephine	Female	Centre Manager, Justice Centres Uganda

Assistant Registrar

SN	Name	Sex	Background
1	HW Okumu Jude Muwonge	Male	Chief Magistrate, Judiciary
2	Nantamu Oliver	Female	Senior Sate Attorney, Ministry of Justice and Constitutional Affairs
3	Kyampaire Dorothy	Female	Senior Sate Attorney, Ministry of Justice and Constitutional Affairs
4	Ijang Maureen Eunice	Male	Senior Sate Attorney, Ministry of Justice and Constitutional Affairs
5	Bamwite Emmanuel	Male	Senior Registrar of Titles, Ministry of Lands, Housing and Urban Planning
6	Edimu Hellen	Female	Regional Coordinator, Justice For Children, Governance and Security Programme
7	Namutebi Chista	Female	Supervisor Litigation, Uganda Revenue Authority
8	Mubiru Nassif Umar	Male	Private Practice

Assistant Registrar (Appointed Early July 2023)

SN	Name	Sex	Background
1	Namutebi Christine Kellen	Female	Senior Legal Officer, Judicial Service Commission
2	Nankya Nusulah	Female	State Attorney, Ministry of Justice and Constitutional Affairs
3	Naluyima Rania	Female	State Attorney, Office of Director Public Prosecution
4	Atigo Hellen	Female	Private Practice
5	Tumwebaze Kenneth	Male	Private Practice

Acting Chief Magistrate

SN	Name	Sex	Background
1	HW Nantege Christine	Female	Senior Magistrate Grade One, Judiciary
2	HW Matovu Hood	Male	Magistrate Grade One, Judiciary
3	HW Nantaawo Agnes Shelagh	Female	Magistrate Grade One, Judiciary
4	HW Acaa Ketty Joan	Female	Magistrate Grade One, Judiciary
5	HW Kambedha Lydia	Female	Magistrate Grade One, Judiciary
6	HW Matyama Paul	Male	Magistrate Grade One, Judiciary
7	HW Sikhoya Naume	Female	Magistrate Grade One, Judiciary
8	HW Namayanja Nazifah	Female	Magistrate Grade One, Judiciary
9	HW Vueni Raphael	Male	Magistrate Grade One, Judiciary
10	HW Naigaga Winfred Kyobiika	Female	Magistrate Grade One, Judiciary
11	HW Kagoya Jackline	Female	Magistrate Grade One, Judiciary
12	HW Ninsiima Marion	Female	Magistrate Grade One, Judiciary
13	HW Nyadoi Esther	Female	Magistrate Grade One, Judiciary
14	HW Acok Abrahams Moding	Male	Magistrate Grade One, Judiciary
15	HW Mushebebe Moses Nabende	Male	Principal, Magistrate Grade One, Judiciary
16	Alleluya Glory	Female	State Attorney, Office Of The Director Of Public Prosecutions
17	Akullu Eunice	Female	State Attorney, Office Of The Director Of Public Prosecutions
18	Kunihira George	Male	State Attorney, Office Of The Director Of Public Prosecutions
19	Omara Innocent David	Male	Private Practice
20	Ssennoga Mawano Cyrus	Male	Inspectorate Of Government

Acting Magistrate Grade one

No Name

1. Nakayi Brendah Mwesige

Acting Magistrate Grade one (Appointed Early July 2023)

No Name

1. Nassuuna Yvonne Grace
2. Kwagala Winnifred Sarah
3. Nagaddy Joanitah
4. Mbalangu Gonzaga

- 5 Mukuru Joshua
- 6 Kamuli Pauline Martha
- 7 Muzeyi Vincent
- 8 Nyombi Catherine
- 9 Nanyanga Susan
- 10 Nasasira Josephine
- 11 Apaderet Marion
- 12 Kakoma Edgar
- 13 Tamale Badru
- 14 Emwogu Gerald
- 15 Wangubo Enock Brighton
- 16 Namara Caroline
- 17 Mutabaazi Fred
- 18 Tendo Anne
- 19 Ojara Byron Paul
- 20 Adong Gloria
- 21 Tusabe Edith
- 22 Ola Gabriel
- 23 Baguma Aron
- 24 Odongoi Simon Peter
- 25 Kalondo Paul James
- 26 Nambuya Riziki
- 27 Twinokwesiga Micheal
- 28 Akena Junior
- 29 Ochieng Augustine
- 30 Tendo Deogratiuous
- 31 Natukunda Julian
- 32 Wahab Amina
- 33 Mushime Moses
- 34 Buhungiro Benjamin
- 35 Kawuzi Sulaiman
- 36 Ssendendo Saad
- 37 Kibirige Apollo Kasujja
- 38 Kalende Timothy
- 39 Akankwatsa Dallen
- 40 Itogot Amy Amina
- 41 Akol Bonny
- 42 Mugizi Obed
- 43 Talemwa Johnson
- 44 Rwingabo Roger
- 45 Nakasiita Sarah
- 46 Watzemba Vincent

- 47 Lyagoba Frank
- 48 Nabyangwe Annah
- 49 Adeke Janet Ruth
- 50 Orishaba Isabella
- 51 Mukanza Brenda Apoffy
- 52 Ssenyange Isaac Keith
- 53 Bogere Racheal
- 54 Sserwadda Angella
- 55 Kyembe Karim
- 56 Mpirwe Isaac
- 57 Jjagwe Raymond
- 58 Nakhumitsa Joan Napokoli
- 59 Nsubuga Anderson James
- 60 Nelima Lucy
- 61 Yiga Ronald
- 62 Ssemwogerere Ammaari
Musa
- 63 Ariye Sharon
- 64 Seyiga Abdullswabul
- 65 Nseko Samson
- 66 Okoto Charles Joram
- 67 Nansubuga Margaret
- 68 Oonyu Vincent
- 69 Eyokia Jill Dawa
- 70 Kwagala Faith Irene
- 71 Musabi Comyn
- 72 Khalayi Moreen
- 73 Baagala Esther Luyiga
- 74 Mwanje Ibrahim
- 75 Prince Annan
- 76 Okullu Francis
- 77 Turyasingura Constance
- 78 Muhumuza Moses
- 79 Mugisha Ruth
- 80 Namwanje Sarah
- 81 Nakimbugwe Faridah
- 82 Ogenrwot Micheal
- 83 Rekyeraho Obed
- 84 Nabuduwa Harriet
- 85 Nakayenze Maureen
- 86 Walutsyo Martin Shirara
- 87 Ajam Innocensia



HOW IS MY COMPLAINT OR RECOMMENDATION PROCESSED?

If your complaint/recommendation is oral and you have approached the Officer, you will be helped to have it reduced into writing.

- It is important to note that your complaint or recommendation must relate to
 - i. Courts
 - ii. Tribunals
 - iii. Administration of Justice

- Your complaint or recommendation must clearly indicate your address of physical location so that you can be contacted easily.


IS THERE A TIME FRAME WITHIN WHICH A COMPLAINT SHOULD BE MADE?

YES. A complaint must be made to the JSC within three years of the act or omission complained of.



JUDICIAL SERVICE COMMISSION
'People's Bridge to Justice'

Masaka Regional Office

Located at Probation Welfare Office on Broadway street,
Kimaanya-Kabonera Division

 Kingdom Kampala
P.O Box 7679, Kampala

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Toll free: 0800100221

 info@jsc.go.ug  www.jsc.go.ug

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