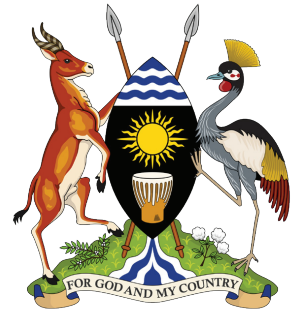




People's Bridge to Justice



JUDICIAL SERVICE COMMISSION

Annual Report



FY 2024 / 2025



MEMBERS OF THE 7TH JUDICIAL SERVICE COMMISSION



Hon. Justice Dr. Singiza Douglas Karekona
Chairperson



Hon. Lady Justice Kania Rosette
Comfort
Deputy Chairperson



Hon. Kiryowa Kiwanuka
Attorney General
Ex Official Member



Hon. Lady Justice Elizabeth
Musoke
Member



Hajji. Badru Lubega Wagwa
Member



Mr. Jimmy Okello
Member



Mr. Musingwire Frank
Member



Dr. Rose Nassali Lukwago
Permanent Secretary/Secretary
JSC

MEMBERS OF THE 6TH JUDICIAL SERVICE COMMISSION



Hon. Justice Benjamin I Kabiito
Chairperson



Hon. Lady Justice Faith Kalikwani
Mwondha
Deputy Chairperson



Hon. Kiryowa Kiwanuka
Attorney General
Ex Official Member



Hon. Lady Justice Elizabeth
Musoke
Member



Mr. Johnson Bitarabeho
Member



Mr. Jimmy Okello
Member



Ms. Ruth Sebatindira, SC
Member



Hajji. Badru Lubega Wagwa
Member



Dr. Rose Nassali Lukwago
Permanent Secretary/Secretary
JSC



Mrs. Norah Matovu Muwanga
Member

FOREWARD



The Financial Year 2024/2025 was a unique year at the Judicial Service Commission (JSC) given that the period marked the expiration of the term of the 6th JSC which also culminated into the swearing in of the 7th JSC, on April 8th 2025. With barely three months to the close of the Financial Year 2024/2025, the 7th JSC had the unfortunate challenge of implementing an already running budget and work plan that had been approved by the 6th JSC. Despite the highlighted challenge, the JSC was able to end the Financial Year 2024/2025 with verifiable achievements as presented in this Annual Report. I would like to give credit to the 6th JSC, which largely oversaw the implementation of the JSC Financial Year 2024/2025 work plan, for the numerous verified achievements registered through the said financial year. I also thank most sincerely, the Permanent Secretary/Secretary to the JSC for the leadership she offered in guiding the technical teams towards the implementation of the Financial Year 2024/2025 work plan.

For God and my Country

A handwritten signature in black ink that reads "Douglas-K-Singiza". The signature is written in a cursive, flowing style.

Hon. Justice Dr Douglas Karekona Singiza

CHAIRPERSON, JUDICIAL SERVICE COMMISSION



Front row: H.E The President of Uganda, Yoweri Kaguta Museveni, the Hon. The Chief Justice His Lordship Alphonse Owiny Dollo (4th from left seated), the outgoing Deputy Chief Justice, Hon. Justice Richard Buteera (3rd from left seated), the Chairperson JSC, Hon. Justice Dr. Douglas Singiza K (2nd from left seated), Members of the Commission and the Secretary of the JSC (3rd from the right standing), after the swearing in ceremony of the new Deputy Chief Justice, Hon. Justice Dr. Flavian Zeija (4th from the right seated), at the State House in Entebbe, April 2025.

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LIST OF ACRONYMS

| | |
|---------|--|
| AAPComs | Association of African Public Service Commissions |
| CIDA | Complaints, Investigations and Disciplinary 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 |
| PIAP | Programme Implementation Action Plan |
| 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's Annual Performance Report presents key achievements and milestones attained during the Financial Year 2024/2025. It is organised into four chapters: an introduction; a detailed account of performance for FY 2024/25; planned activities for FY 2025/26; and the challenges encountered along with corresponding recommendations.

The Commission derives its mandate from Article 146 of the Constitution of the Republic of Uganda, 1995 (as amended), with its functions outlined in Articles 147, 148, and 148A. The reporting period was marked by a leadership transition from the 6th to the 7th Commission. The 6th Commission, which concluded its tenure on 21st January 2025, oversaw a broad range of activities during the first half of the financial year. The 7th Commission, chaired by Hon. Justice Dr. Singiza Douglas Karekona, was inaugurated on 8th April 2025 and steered the implementation of the Commission's mandate to the end of the financial year, notwithstanding two pending appointments from the Uganda Law Society. Both Commissions executed their mandate through four standing committees: the Disciplinary Committee; the Search and Recruitment Committee; the Legal Education and Public Affairs Committee; and the Anti-Corruption Committee.

The 6th and 7th Commissions were supported by the Secretariat, headed by the Permanent Secretary/Secretary to the Commission, comprised of two directorates—Complaints, Investigations and Disciplinary Affairs (CIDA) and Legal Education, Public Affairs and Research (LEPAR)—alongside the Departments of Finance and Administration, and Human Resource Management. By the close of the financial year, the Commission had filled 102 out of 196 approved positions, representing a staffing level of 52%. A significant number of positions, particularly in the regional offices approved in May 2024, remained vacant due to non-operationalisation.

The financial year 2024/25 marked the final year of implementing the National Development Plan (NDP) III. The Administration of Justice Programme Implementation Action Plan (PIAP), under the NDP III, together with the JSC Second Strategic Plan (2020/21–2024/25), provided the strategic guidance for all Commission activities during the year.

The Commission's approved budget for FY 2024/25 was **UGX.20,537,439,370 (twenty billion five hundred thirty-seven million four hundred thirty-nine thousand three hundred seventy)** out of which **UGX. 19,464,939,365 (nineteen billion four hundred sixty-four million nine hundred thirty-nine thousand three hundred sixty-five) was released and UGX. 17,852,776,999 (seventeen billion eight hundred fifty-two million seven hundred seventy-six thousand nine hundred nine)** was spent by end of June 2025. The funds not spent were majorly under wage, were only 71.72% of the release was spent. In addition, the Commission received a total of **UGX.240,000,000 (two hundred forty million)** from Access to Justice (JLOS) for implementation of its planned activities under Access to Justice (JLOS SWAP) for FY 2024/2025.

During the 2024/25 financial year, in fulfillment of its mandate, the Commission conducted interviews and provided recommendations to the appointing authority for the appointment of the Deputy Chief Justice, Justices of the Supreme Court and Court of Appeal, High Court Judges, the Chief Judge of the Industrial Court, and Judges of the Industrial Court. Additionally, the Commission appointed sixty-six (66) Judicial Officers and filled 241 administrative and other staff of the Judiciary. Furthermore, a total of 103 Judicial Officers were confirmed in their appointments and appointed to substantive capacity.

During the period under review, the Commission received a total of 393 complaints, of which 216 were against Judicial Officers and 16 against other staff. The remaining 161 complaints fell outside the Commission's mandate, leaving 232 cases for the Commission to address. Of these, 117 cases were concluded, with the majority—103 cases—closed for various reasons. In exercise of its mandate, the Judicial Service Commission dismissed two (2) Judicial Officers and seven (7) administrative and other staff of the Judiciary, retired two (2) officers in public interest, issued a severe reprimand to one (1) Judicial Officer, and ordered two (2) Judicial Officers to compensate the complainants.

The Commission also carried out court inspections as part of its efforts to combat corruption within the judiciary. Additionally, three (3) mobile camps in different regions were conducted to receive and investigate complaints, thereby reaching a broader segment of the population affected by elements of corruption and poor service delivery who may otherwise be unable to access the Commission. Furthermore, the Commission implemented public education initiatives on law and administration of justice through radio and TV talk shows, community barazas, and sensitization workshops of different groups of people including the youth, students, and Local Government leaders among others across the country.

For the financial year 2025/2026, the Commission undertakes to meet the recruitment requests for the Judiciary for both the Judicial officers, and administrative and other staff of the Judiciary; receive complaints from the public; investigate complaints received; conduct disciplinary hearings against reported Judicial and administrative and other staff of the Judiciary; and educate the public on matters of law and the administration of justice.

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



Dr. Rose Nassali Lukwago

Permanent Secretary/Secretary/Judicial Service Commission

Judicial Service Commission 2024/25



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, 1995 (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.
- 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, and
- 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 Cap.4 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:

- i) Under the Electricity Act Cap. 157 (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.
- j) The Uganda Communications Act Cap. 103 grants the Commission powers to advise the President persons for appointment as Chairperson and Members of the Uganda Communications Tribunal.

- k) The Tax Appeals Tribunals Act Cap. 341 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.
- l) The Labour Disputes (Arbitration and Settlement) Act Cap. 227 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.
- m) The Public Procurement and Disposal of Public Assets Act Cap. 205 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.
- n) Leadership Code Act Cap. 33, 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.
- o) The Insurance Appeals Tribunal Regulations, 2019, under the Insurance Act Cap. 191 provides for the Chairperson, Registrar to be appointed by the Minister and the Tribunal respectively in consultation with the Judicial Service Commission.

1.1 STRATEGIC DIRECTION

The Commission adopted its Strategic Plan for the period (2020/2021 – 2024/2025) with the following vision, mission and core values:

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.
- (v) The Secretary to the Commission.

During the Financial Year 2024/2025, the Commission underwent a transition in its composition. The outgoing 6th Commission, whose term expired on 21st January, 2025, steered the institution during the initial part of the reporting period and laid the groundwork for several key initiatives. The 7th Commission was sworn in on 08th April, 2025 and has since taken forward the implementation of the Commission's mandate.

The Commission acknowledges the contributions of both teams in advancing the strategic objectives and maintaining institutional continuity during the transition period.

Members of the 7th Judicial Service Commission included:

| S/N | NAME | DESIGNATION |
|-----|---|---|
| 1. | Hon. Justice Dr. Singiza Douglas Karekona | Chairperson |
| 2. | Hon. Lady Justice Rosette Comfort Kania | Deputy Chairperson |
| 3. | Hon. Kiryowa Kiwanuka | Attorney General - Ex-Officio Member |
| 4. | Hon. Lady Justice Elizabeth Musoke | Member – Judiciary Representative |
| 5. | Hajj. Badru Lubega Waggwa | Member – Representative of the Public |
| 6. | Mr. Jimmy Okello | Member – Representative of the Public |
| 7. | Mr. Musingwire Frank | Member representing the Public Service Commission |
| 8. | Had not yet been appointed by end of the FY | Two (2) Members – Uganda Law Society Representative |
| 9. | Dr Rose Nassali Lukwago | The Secretary to the Commission |

The 6th Commission was serving its second term, having previously served as the 5th Commission. The members of the 6th Commission are listed in the following table.

Members of the 6th Judicial Service Commission

| 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 Elizabeth Musoke | Member – Judiciary Representative |
| 5 | Mr. Johnson Bitarabeho | 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 | Hajj. Badru Lubega Waggwa | Member – Representative of the Public |
| 10 | Dr Rose Nassali Lukwago | The Secretary to the Commission |

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 Judicial Service Commission Regulations establishes four (4) standing Committees and sub-Committees (2) 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 complaints handling mechanism of the 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 proceeds 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

7th Commission

As earlier noted, the year was marked by a transition in leadership, and accordingly, the Disciplinary Committee was reconstituted following the appointment of the 7th Commission.

| S/N | NAME | DESIGNATION |
|-----|--|-------------|
| 1. | Hon. Lady Justice Comfort Rosettte Kania | Chairperson |
| 2. | Hajj. Badru Lubega Waggwa | Member |
| 3. | Mr. Jimmy Okello | Member |
| 4. | Mr. Frank Musingwiire | Member |
| 5. | Ms. Jennifer Ameo Ogol | Secretary |

6th Commission

The 6th Commission had the following members in the FY 2024/25 up to their end of term.

| S/N | NAME | DESIGNATION |
|-----|---------------------------|-------------|
| 1 | Ms. Ruth Sebatindira, SC | Chairperson |
| 3 | Mr. Jimmy Okello | Member |
| 4 | Hajj. Badru Lubega Waggwa | 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 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

7th Commission

In line with the change in Commission leadership during the year, the Search and Recruitment Committee was also reconstituted to reflect the composition of the newly appointed 7th Commission, ensuring continuity in executing its mandate under the new leadership.

| S/N | NAME | DESIGNATION |
|-----|---|--------------------------------------|
| 1. | Hon. Justice Dr. Douglas Singiza Karekona | Chairperson |
| 2. | Hon. Lady Justice Comfort Rosette Kania | Deputy Chairperson |
| 3. | Hon. Kiryowa Kiwanuka | Attorney General - Ex-Officio Member |
| 4 | Hon. Lady Justice Elizabeth Musoke | Member |
| 5. | Dr. Rose Nassali Lukwago | Secretary/JSC-Member |
| 6 | Mr. Dan Ndyamureeba | Committee Secretary |

6th Commission

The following members constituted the Committee until 21st January 2025, when it was reconstituted in line with the transition to the 7th Commission.

| S/N | NAME | DESIGNATION |
|-----|--|--------------------------------------|
| 1 | Hon. Justice Benjamin Isingoma Kabiito | Chairperson |
| 2 | Hon. Lady Justice Faith Kalikwani Mwondha | Deputy Chairperson |
| 3 | Hon. Kiryowa Kiwanuka | Attorney General - Ex-Officio Member |
| 4 | Hon. Lady Justice Elizabeth Musoke | Member – Judiciary Representative |

1.2.3.3 Legal Education, Public Affairs and Research Committee

The Legal Education, Public Affairs and Research 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 Legal Education, Public Affairs and Research Committee

7th Commission

Following the transition in Commission leadership during the reporting period, the Legal Education, Public Affairs, and Research Committee was reconstituted under the 7th Commission to continue steering its mandate in promoting legal awareness, research, and stakeholder engagement.

| S/N | NAME | DESIGNATION |
|-----|---|-------------|
| 1. | Hon. Lady Justice Elizabeth Musoke | Chairperson |
| 2. | Hon. Lady Justice Elizabeth Musoke | Member |
| 3. | Mr. Jimmy Okello | Member |
| 4. | Mr. Frank Musingwiire | Member |
| 5. | Both Representatives of Uganda Law Society | Members |
| 6. | Mr. Samuel Mugisa Mukeeri | Secretary |

6th Commission

The following members constituted the Committee until 21st January 2025, when it was reconstituted in line with the transition to the 7th Commission.

| S/N | NAME | DESIGNATION |
|-----|------|-------------|
|-----|------|-------------|

| | | |
|---|---------------------------|-------------|
| 1 | Mrs. Norah Matovu Muwanga | Chairperson |
| 2 | Mr. Jimmy Okello | Member |
| 3 | Hajj. Badru Lubega Waggwa | 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

7th Commission

With the assumption of office by the 7th Commission during the reporting period, the Anti-Corruption Committee was reconstituted to align with the new membership, ensuring continued commitment to promoting integrity and accountability within the Judiciary.

| S/N | NAME | DESIGNATION |
|-----|--|-------------|
| 1. | Hon. Lady Justice Comfort Rosette Kania | Members |
| 2. | Hon. Lady Justice Elizabeth Musoke | Members |
| 3. | Mr. Jimmy Okello | Members |
| 4. | Both Representatives of Uganda Law Society | Members |
| 5. | Mr. Geoffrey Amooti Ntaro | Secretary |

6th Commission

The following members constituted the Committee until 21st January 2025, when it was reconstituted in line with the transition to the 7th Commission.

| 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. | Hajj. Badru Lubega Waggwa | Member |

1.2.3.5 Search and Recruitment Subcommittee

The Search and Recruitment Subcommittee is responsible for assessing and

recommending suitable candidates to fill declared vacancies for administrative and other staff within the Judiciary. It oversees the recruitment process, renders recommendations arising from this process, and ensures the effective filling of vacancies.

Members of the Search and Recruitment Subcommittee

7th Commission

| S/N | NAME | DESIGNATION |
|-----|---|-------------|
| 1. | Mr. Frank Musingwiire | Chairperson |
| 2. | Dr. Rose Nassali Lukwago / Ms. Jane Margaret Akurut | Member |
| 3. | Mr. Dan Ndyamureeba | Secretary |

6th Commission

The following members constituted the subcommittee until 21st January 2025, when it was reconstituted in line with the transition to the 7th Commission.

| S/N | NAME | DESIGNATION |
|-----|------------------------------------|-------------|
| 1. | Mr. Johnson Bitarabeho | Chairperson |
| 2. | Mr. Jimmy Okello | Member |
| 3. | Hajj. Badru Lubega Waggwa | Member |
| 4. | Hon. Lady Justice Elizabeth Musoke | Member |

1.2.3.6 Disciplinary Subcommittee

The Disciplinary Subcommittee is responsible for processing complaints lodged against administrative and other staff of the Judiciary and subsequently making recommendations to the Disciplinary Committee based on its findings.

Members of the Disciplinary Subcommittee

7th Commission

| S/N | NAME | DESIGNATION |
|-----|------------------------|------------------|
| 1. | Mr. Jimmy Okello | Chairperson |
| 2. | Mr. Dan Ndyamureeba | Member/ Head HRM |
| 3. | Mr. Jennifer Ameo Ogol | Secretary |

6th Commission

The following members constituted the subcommittee until 21st January 2025, when it was reconstituted in line with the transition to the 7th Commission.

| S/N | NAME | DESIGNATION |
|-----|---------------------------|-------------|
| 1. | Hajj. Badru Lubega Waggwa | Chairperson |
| 2. | Mr. Jimmy Okello | Member |
| 3. | Mr. Johnson Bitarabeho | 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 2024/2025, 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 Legal Education, Public Affairs and Research (LEPAR) Committee;
- (vi) Performing any other duties assigned by the Permanent Secretary or the Chairperson of the Commission.

The 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 who 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 Resource Management, and its functions are:

- (a) Support the Commission in the execution of its functions in the process of

recruitment of Judicial Officers; and Administrative and Other 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 2024/2025 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 Public Procurement and Disposal of Public Assets Act Cap. 205 and the regulations made there under.

- f) Sanctions and Rewards Committee**

This Committee is guided by the Public Service Standing Orders, 2021 and

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

In the financial year 2023/2024, the Judicial Service Commission restructured to fully operationalize regional offices, increasing its staff establishment from 142 to 196 positions.

By the end of the Financial Year, 2024/2025, the Commission had 102 positions filled out of 196 approved positions implying 52% staffing level.

During the FY 2024/2025, the Commission received new staff through fresh recruitment and transfers from other government agencies. In addition, several promotions were effected within the Commission. Some staff members were also transferred to other government agencies, either on normal transfer within the service or upon promotion. The details of staff who were promoted, joined, and exited the Commission during the year are presented in the tables below, while the full staff list and the organogram are provided in Annex 1 and Annex 2, respectively.

Promotions

Table 1: Promotions

| No | Name | Previous position | Current position |
|----|---------------------------|-----------------------------|-----------------------------|
| 1. | Ms. Kamlega Akello Pamela | Principal Legal Officer, U2 | Deputy Registrar, U1 |
| 2. | Mr. Tuhairwe Herman | Senior Legal Officer, U3 | Principal Legal Officer, U2 |
| 3. | Ms. Ilado Regina | Senior Legal Officer, U3 | Principal Legal Officer, U2 |
| 4. | Ms. Ameo Jennifer Ogol | Senior Legal Officer, U3 | Principal Legal Officer, U2 |
| 5. | Mr. Jonan Luleti | Senior Legal Officer, U3 | Principal Legal Officer, U2 |
| 6. | Ms. Nabbose Sandra | Legal Officer, U4 | Senior Legal Officer, U3 |
| 7. | Ms. Twinomugisha Patience | Legal Officer, U4 | Senior Legal Officer, U3 |
| 8. | Ms. Nafula Alice Juma | Legal Officer, U4 | Senior Legal Officer, U3 |
| 9. | Joelia Najjuma | Office Attendant | Telephone Operator |

Incoming Staff

Table 2: Transfers to the Commission

| Sn. | Name | Title | Transferred by | Coming in from |
|-----|-----------------------|---|--|---|
| 1. | Geoffrey Ntaro Amooti | Deputy Registrar/CIDA | Transfer within Service | Ministry of Local Government |
| 2. | Dan Ndyamureeba | Assistant Commissioner, Human Resource Management | Ministry of Public Service | Ministry of Public Service |
| 3. | Badru Kibuuka | Senior Procurement Officer | Ministry of Finance, Planning and Economic Development | Ministry of Gender, Labour and Social Development |
| 4. | Joseph Sekyanzi | Information Technology Officer | Ministry of ICT & National Guidance | Mulago National Referral Hospital |
| 5. | Alice Aciro | Personal Secretary | Ministry of Public Service | State House |
| 6. | David Makosya | Assistant Office Supervisor | Transfer of Service | Jinja District LG |
| 7. | Paul Oumo | Driver | Transfer of Service | Directorate of Ethics and Integrity |

Newly Recruited

| s/n | Name | Title | Salary Scale |
|-----|-----------------|---|--------------|
| 1. | Sophia Namwanje | Assistant Inventory Management Officer. | U5 |
| 2. | Denis Kazibwe | Driver | U8 |
| 3. | Paul Oumo | Driver | U8 |

Outgoing Staff

Table 3: Transfers from the Commission

| Sn | Name | Title | Transferred to | Remarks |
|----|------------------------|-------------------------|--|-------------------------------------|
| 1. | Ginamia Melody. Ngwatu | Deputy Registrar | Judiciary | Promotion to High Court Judge |
| 2. | Kalibbala Marriate | Senior Internal Auditor | Uganda Land Commission | Normal Transfer within service |
| 3. | Henry Muganga Sonko | Assistant Accountant | Ministry of Trade, Industry and Cooperatives | Normal Transfer within service |
| 4. | Kimono Rebecca | Office Attendant | Judiciary | Promotion to Stenographer Secretary |

Table 4: Officers who left the Commission service for other reasons include:

| Sn | Name | Title | Remarks |
|----|-------------------------|---|----------------------|
| 1. | Wajambuka Goboyi David | Assistant Commissioner, Human Resource Management | Mandatory Retirement |
| 2. | Kamulegeya Grace Amooti | Personal Secretary | Mandatory Retirement |
| 3. | Busobozi David | Driver | Absconded |

A photograph of a courtroom interior. In the foreground, a wooden gavel with a silver band rests on a dark wooden sound block on a polished wooden table. The background shows rows of wooden benches and several arched windows with decorative panes, all illuminated by warm, golden light. The ceiling features ornate architectural details.

CHAPTER TWO

2.1 FINANCIAL PERFORMANCE FOR FY 2024/2025

Figure 1: Financial performance FY2024/25

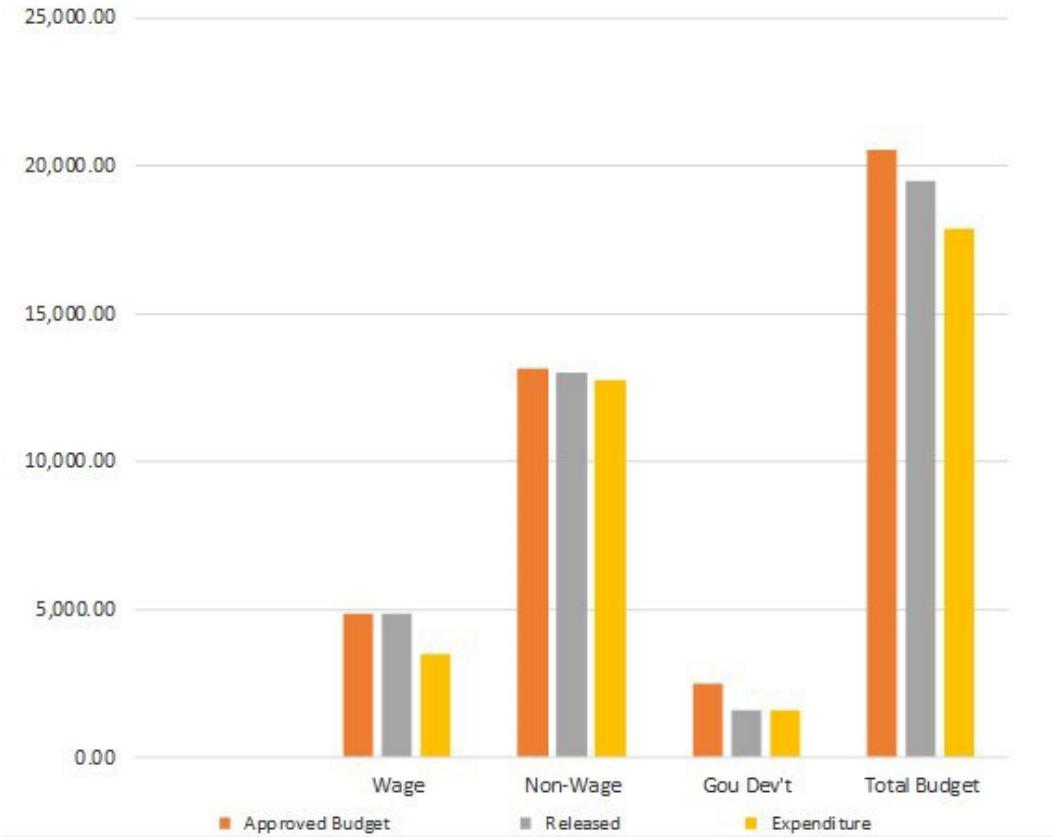


Figure 2: Chart showing Approved Wage and Non-wage

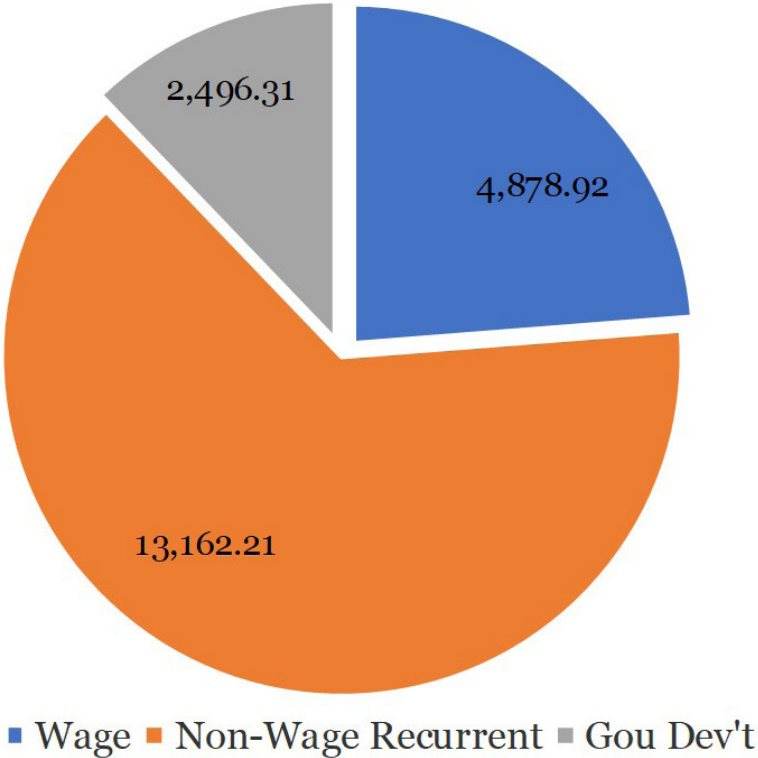


Figure 3: Chart showing wage and non-wage released

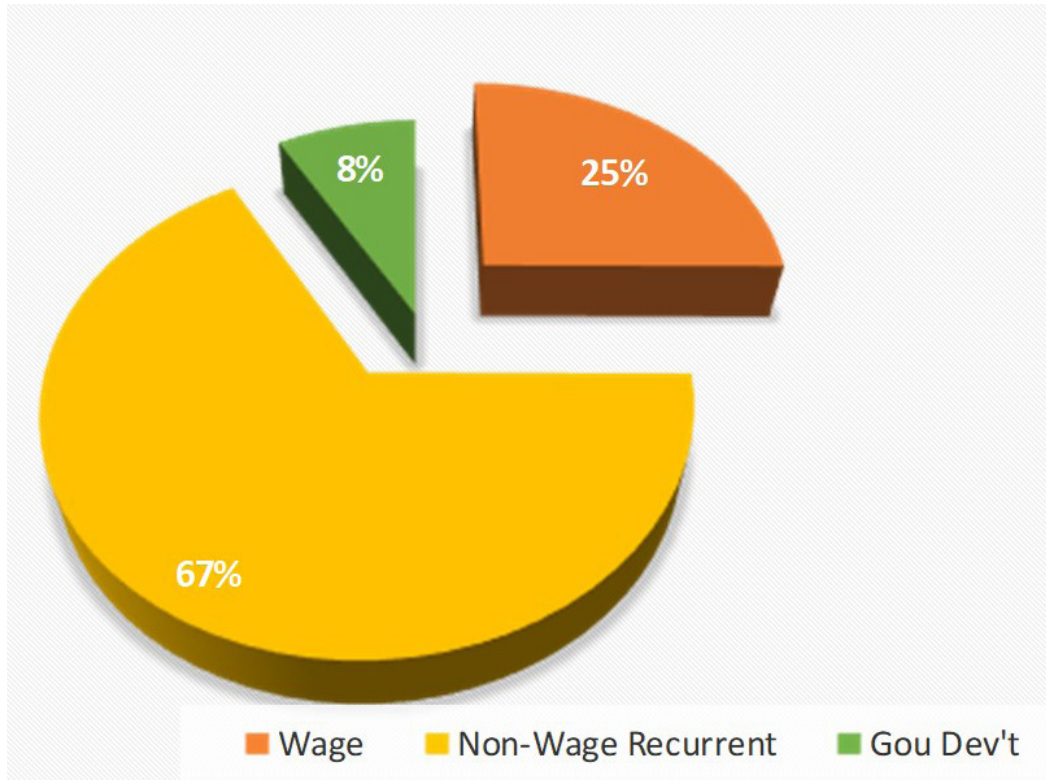


Table 5: Funds Appropriated, Released and spent under GoU

| Millions (000,000s) | | Approved Budget | Released | Expe-nditure | % Budget Released | % Budget Spent | % Releases Spent |
|--|-----------|-----------------|-----------|--------------|-------------------|----------------|------------------|
| Recurrent | Wage | 4,878.92 | 4,878.92 | 3,499.13 | 100.00% | 71.72% | 71.72% |
| | Non-Wage | 13,162.21 | 12,975.51 | 12,749.75 | 98.58% | 96.87% | 98.26% |
| Dev't | Gou Dev't | 2,496.31 | 1,610.51 | 1,603.90 | 64.52% | 64.25% | 99.59% |
| | Ext Fin | 0.00 | 0.00 | 0.00 | | | |
| GoU Total | | 20,537.44 | 19,464.94 | 17,852.78 | 94.78% | 86.93% | 91.72% |
| Arrear | | 0.00 | 0.00 | 0.00 | 0.00% | 0.00% | 0.00% |
| Total Budget | | 20,537.44 | 19,464.94 | 17,852.78 | 94.78% | 86.93% | 91.72% |
| AIA | | 0.00 | 0.00 | 0.00 | | | |
| Grand Total | | 20,537.44 | 19,464.94 | 17,852.78 | 94.78% | 86.93% | 91.72% |
| Total Vote Budget Excluding Arrears | | 20,537.44 | 19,464.94 | 17,852.78 | 94.78% | 86.93% | 91.72% |

From Table 5;

Total Approved Budget

The Commission's approved budget for FY 2024/25 was **UGX.20,537,439,370 (twenty billion five hundred thirty-seven million four hundred thirty-nine thousand three hundred seventy)**.

UGX. 19,464,939,365 (nineteen billion four hundred sixty-four million nine hundred thirty-nine thousand three hundred sixty-five) was released by the end of June, 2025 representing 94.78% of the approved budget.

Additionally, a total of **UGX. 17,852,776,999 (seventeen billion eight hundred fifty-two million seven hundred seventy-six thousand nine hundred nine)** was spent by end of June, 2025 which is 86.93% of the approved budget and 91.72% of the released funds.

Wage

UGX. 4,878,919,240 (four billion eight hundred seventy-eight million nine hundred nineteen thousand two hundred forty) was approved for wage for FY 2024/25.

UGX. 4,878,919,235 (four billion eight hundred seventy-eight million nine hundred nineteen thousand two hundred thirty-five) was released by end of the financial year representing approximately 100% percent of the total budget.

A total of **UGX. 3,499,127,432 (three billion four hundred ninety-nine million one hundred twenty-seven thousand four hundred thirty-two)** was spent representing 71.72% of the total wage allocation and total wage budget released.

Non-wage Recurrent

The Commission had an approved budget of **UGX. 13,162,209,954 (thirteen billion one hundred sixty-two million two hundred nine thousand nine hundred fifty-four)** as non-wage recurrent for FY 2024/2025.

UGX.12,975,508,927.00 (twelve billion nine hundred seventy-five million five hundred eight thousand nine hundred twenty-seven) was released by end of the financial year representing 98.58% of the non-wage recurrent budget. This implies that a total of **UGX. 186,701,027 (one hundred eighty-six million seven hundred one thousand twenty-seven)** was not released to the Commission.

A total **UGX. 12,749,750,176 (twelve billion seven hundred forty-nine million one hundred seventy-six)** was spent by end of June,2025 making 96.87% of the non-wage recurrent budget and of the non-wage recurrent released, 98.26% had been spent by end of the financial year.

The unspent balance of **UGX. 225,758,751 (two hundred twenty-five million seven hundred fifty-eight thousand seven hundred fifty-one)** under non- wage recurrent was majorly for gratuity and pension whose beneficiaries had not submitted the required documents to claim the funds.

Development

UGX. 2,496,310,176 (two billion four hundred ninety-six million three hundred ten thousand one hundred seventy-six) was approved as development budget for FY 2024/2025.

UGX. 1,610,511,203 (one billion six hundred ten million five hundred eleven thousand two hundred three) was released by the end of financial year 2024/25. The amount released represents 64.52% of the approved budget for capital development.

A total **UGX. 1,603,899,391 (one billion six hundred three million eight hundred ninety-nine thousand three hundred ninety-one)** was spend by end of the financial year representing approximately 99.59% of the funds released under capital development.

2.2 ACCESS TO JUSTICE (JLOS SWAP)

The Judicial Service Commission had JLOS approved work plan and budget of **UGX.1,218,100,000 (one billion two hundred eighteen million one hundred thousand)** of which only a total of **UGX.240,000,000 (two hundred forty million)** was released to the Commission representing 19.7% of the approved budget for FY 2024/2025. Additionally, the Commission had balances worth **UGX. 166,384,057 (one hundred sixty-six million three hundred eighty-four thousand fifty-seven)** that were carried forward from the approved work plan of the previous years. This brought the total available funds for the FY 2024/25 to **UGX. 406,384,057 (four hundred six million three hundred eighty-four thousand fifty-seven)**.

Out of the **UGX. 406,384,057 (four hundred six million three hundred eighty-four thousand fifty-seven)**, **UGX. 284,913,868 (two hundred eighty-four million nine hundred thirteen thousand eight hundred sixty-eight)** was spent representing 70.1% of the total funds.

Therefore, the total unspent funds by end of June, 2025 amounts to **UGX. 121,470,189 (one hundred twenty-one million four hundred seventy thousand one hundred eighty-one)**.

2.3 PHYSICAL PERFORMANCE OF THE COMMISSION DURING THE FINANCIAL YEAR 2024/25

2.3.1 Recruitment of Judicial Officers

The following was achieved by end of June, 2025:

- i. Following the advice rendered by the Commission, H.E the President, appointed;
 - a) **The Deputy Chief Justice**
Hon. Justice Dr. Flavian Zeija
 - b) One (1) **Justice of the Supreme Court,**
Hon. Justice Kibeedi Muzamiru Mutangula

- c) Eight (8) **Justices of the Court of Appeal**,
 - 1. Hon. Justice Ssekaana Musa
 - 2. Hon. Lady Justice Cornelia Kakooza Sabiiti
 - 3. Hon. Lady Justice Stella Alibateese
 - 4. Hon. Lady Justice Florence Nakachwa
 - 5. Hon. Justice Byaruhanga Jesse Rugyema
 - 6. Hon. Justice Musisi John Mike
 - 7. Hon. Lady Justice Ketrach Kitariisibwa Katunguka
 - 8. Hon. Lady Justice Esta Nambayo
- d) Thirty-Seven (37) **Judges of the High Court.**

The list of those appointed is attached as annex 4

- e) The **Chief Judge of the Industrial Court**

Hon. Linda Lillian Tumusiime Mugisha

- f) Judge of the Industrial Court

Hon. Wabwire Musana Anthony Patrick

- ii. The Commission appointed one (1) Assistant Registrar, twelve (12) Chief Magistrates, seven (7) Senior Principal Magistrate Ones, four (4) Principal Magistrate Ones, two (2) Senior Magistrate Grade ones, forty (40) Magistrate grade Ones.

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

Table 6: Summary of Recruitment of Judicial Officers

| No | Position | Appointed | | |
|--------------------|---------------------------------------|-----------|------------|-------|
| | | Female | Male | Total |
| 1. | Deputy Chief Justice | 00 | 01 | 01 |
| 2. | Justice of the Supreme Court | 00 | 01 | 01 |
| 3. | Justice of the Court of Appeal | 05 | 03 | 08 |
| 4. | High Court Judge | 22 | 15 | 37 |
| | Sub Total | 27 | 20 | 47 |
| 5. | Head Judge of the Industrial Court | 01 | 00 | 01 |
| 6. | Judge of the Industrial Court | 00 | 01 | 01 |
| 7. | Assistant Registrars | 00 | 01 | 01 |
| 8. | Chief Magistrate | 05 | 07 | 12 |
| 9. | Senior Principal Magistrate Grade One | 03 | 04 | 07 |
| 10. | Principal Magistrate Grade One | 03 | 01 | 04 |
| 11. | Senior Magistrate Grade One | 01 | 01 | 02 |
| 12. | Magistrate Grade One | 21 | 19 | 40 |
| | Sub Total | 33 | 33 | 66 |
| Grand Total | | | 115 | |

- iii. The Commission confirmed in appointment and appointed in Substantive Capacity a total of 103 Judicial Officers in various positions in Judicial Service after successful service of the probation or Acting period.

| Position | Number |
|---------------------------------------|------------|
| Deputy Registrar | 05 |
| Assistant Registrar | 04 |
| Chief Magistrate | 01 |
| Senior Principal Magistrate Grade One | 01 |
| Senior Magistrate Grade One | 02 |
| Magistrate Grade One | 90 |
| Total | 103 |

2.3.2 Recruitment of administrative and other staff of the Judiciary Service

Following the introduction of article 148A in the Constitution of Uganda, the

Commission is mandated to recruit administrative and other staff to serve in the Judiciary service. This constitutional provision was subsequently operationalized through the Administration of the Judiciary Act, Cap. 4, which formally established the Judiciary Service.

In the financial year 2024/2025, the Commission provided advice to the appointing Authority for the appointment of Commissioner Policy and Planning.

In addition; The Commission appointed a total of 241 administrative and other staff of the Judiciary Service for several positions. Of the appointed, 129 representing 53.5% were female and 112 representing 46.5% were males.

The table below shows the number of personnel that were appointed under each category. The list of names of those that were appointed is attached as Annex 5.

Table 7: Summary of Administrative and other staff of Judiciary Cadre Appointed

| Job Titles | Female | %ge Female | Male | %ge Male | Total |
|---|---------------|-------------------|-------------|-----------------|--------------|
| Assistant Commissioner, Procurement and Disposal | 0 | 0.0% | 1 | 100.0% | 1 |
| Principal Accountant | 0 | 0.0% | 1 | 100.0% | 1 |
| Principal Personal Secretary | 1 | 100.0% | 0 | 0.0% | 1 |
| Senior Accountant | 0 | 0.0% | 2 | 100.0% | 2 |
| Senior Communications Officer | 1 | 100.0% | 0 | 0.0% | 1 |
| Senior Economist | 0 | 0.0% | 1 | 100.0% | 1 |
| Senior Information Officer and Communications Officer | 0 | 0.0% | 1 | 100.0% | 1 |
| Senior Records Officer | 1 | 100.0% | 0 | 0.0% | 1 |
| Accountant | 0 | 0.0% | 1 | 100.0% | 1 |
| Statistician | 5 | 100.0% | | 0.0% | 5 |
| Systems Administrator | 8 | 30.8% | 18 | 69.2% | 26 |
| Client Service Officer | 3 | 100.0% | | 0.0% | 3 |
| Records Officer | 1 | 100.0% | | 0.0% | 1 |
| Office Supervisor | 5 | 55.6% | 4 | 44.4% | 9 |
| Economist | 2 | 66.7% | 1 | 33.3% | 3 |
| Human Resource Officer | 2 | 100.0% | | 0.0% | 2 |
| Internal Auditor | 1 | 100.0% | | 0.0% | 1 |
| Librarian | 4 | 80.0% | 1 | 20.0% | 5 |
| Personal Secretary | 5 | 83.3% | 1 | 16.7% | 6 |
| Stenographer Secretary | 14 | 93.3% | 1 | 6.7% | 15 |
| Court Clerk/Interpreter | 47 | 45.2% | 57 | 54.8% | 104 |
| Assistant Accountant | 14 | 56.0% | 11 | 44.0% | 25 |
| Assistant Records Officer | 9 | 75.0% | 3 | 25.0% | 12 |
| Assistant Systems Administrator | 6 | 54.5% | 5 | 45.5% | 11 |
| Process Server | 0 | 0.0% | 2 | 100.0% | 2 |
| Office Attendant | 0 | 0.0% | 1 | 100.0% | 1 |
| Grand Total | 129 | 53.5% | 112 | 46.5% | 241 |

2.3.3 Complaints, investigations and Disciplinary Affairs

The technical management of Complaints is done by two departments at the Commission including Department of Complaints and Investigations and Department of Disciplinary Affairs. These departments also support the

Disciplinary Committee and the full Commission on disciplinary matters for the cases reported against Judicial officers; and administrative and others staff of the Judiciary.

The Department of Complaints and Investigations is mandated to:

1. 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. effectively monitor the adherence by judicial officers; administrative and other staff of judiciary; and officials of other quasi-judicial bodies, to the applicable provisions of the Constitution; the Judicial Service Act Cap.87 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. initiate and review, from time to time, a policy to cover the public complaints mechanism and its objectives.
4. offer and promote alternate dispute resolution mechanisms such as mediation to foster expeditious settlement of complaints lodged at the Commission.
5. coordinate with other agencies of government in the investigation of complaints against judicial officers; and administrative and other staff of the Judiciary.

Complaints received

During, the financial year 2024/25, a total of 393 complaints were received where 216 of these were against Judicial Officers, 16 were against administrative and other staff of the Judiciary such as cashiers, clerks and secretaries and 161 were outside JSC mandate leaving the Commission with a total of 232 complaints.

Table 8: All Complaints received by the Commission

| CLASSIFICATION OF OFFICERS | Q1 | Q2 | Q3 | Q4 | Total |
|---|-----------|-----------|------------|------------|------------|
| Judicial officers | 55 | 56 | 44 | 61 | 216 |
| Administrative and other staff of the Judiciary | 02 | 03 | 04 | 07 | 16 |
| Sub Total | | | | | 232 |
| Outside JSC mandate/General | 19 | 21 | 58 | 63 | 161 |
| Total Received | 76 | 80 | 106 | 131 | 3 |

Of the total complaints received within the JSC mandate, the majority were against Magistrate Grade One at 80 and followed by the Chief Magistrates at 51.

Table 9: Complaints by Category

| Respondent's level | Q1 | Q2 | Q3 | Q4 | Total |
|------------------------------|-----------|-----------|-----------|-----------|------------|
| Justices of Supreme court | 0 | 01 | 0 | 0 | 1 |
| Justices of Appeal | 01 | 0 | 01 | 0 | 2 |
| Judges of the High Court | 8 | 8 | 14 | 13 | 43 |
| Registrars | 1 | 3 | 0 | 1 | 05 |
| Deputy Registrars | 4 | 01 | 02 | 09 | 16 |
| Assistant Registrars | 1 | 02 | 02 | 01 | 6 |
| Chief Magistrate | 15 | 16 | 01 | 19 | 51 |
| Principal Magistrate | 02 | 03 | 03 | 01 | 09 |
| Senior Magistrate | 0 | 0 | 02 | 01 | 03 |
| Magistrate Grade One | 23 | 22 | 19 | 16 | 80 |
| Magistrate Grade Two | 0 | 0 | 0 | 0 | 00 |
| Other staff of the Judiciary | 02 | 03 | 04 | 07 | 16 |
| Total | 57 | 59 | 48 | 68 | 232 |

In addition, for the complaints received and found to fall within the JSC mandate, 184 (79.3%) were lodged against male respondents, while 48 (20.7%) were against female respondents.

Table 10: Representation of Complaints by Gender of the respondents

| Gender | Q1 | Q2 | Q3 | Q4 | Total |
|--------------|-----------|-----------|-----------|-----------|------------|
| Male | 45 | 46 | 39 | 54 | 184 |
| Female | 12 | 13 | 09 | 14 | 48 |
| TOTAL | 57 | 59 | 48 | 68 | 232 |

Evaluation of Complaints and Complaints Registered

When the Commission receives complaints, they are first evaluated to determine whether they meet the Judicial Service Commission's admissibility criteria and merit to warrant further investigation into the allegations.

At the start of FY 2024/25, the Commission carried forward 213 pending complaints from the previous financial year (2023/24) making the total number of complaints equal to 445 complaints inclusive of 232 new complaints received. Therefore, 445 complaints were subject to evaluation during the reporting period of FY 2024/25.

Out of 445 complaints, 272 complaints were lodged against male officers, 154 against female officers, and 19 against institutions. By the end of the fourth quarter, 58 complaints were still under evaluation.

Out of the 387 complaints evaluated, 172 were found to merit investigation and were formally registered for further management, while 215 were dismissed for lack of merit and the complainants duly informed.

Investigations

A total of eighty-three (83) complaints against Judicial Officers and other staff of the Judiciary service were fully investigated during the financial year, 2024/2025. Fifty (50) complaints were still under investigation by the end of the financial year.

Disciplinary Committee (DC)

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 made recommendations to the Commission for final determination.

In financial year 2024/25, a total of 129 complaint cases were handled at the Committee.

Table 11: Number of cases handled by the Disciplinary Committee (DC)

| S/No. | DC Recommendations | Number of complaints |
|-------|--------------------------------|----------------------|
| 1. | Dismissal | 04 |
| 2. | Contract termination | 03 |
| 3. | Abscondment | 04 |
| 4. | Severe Reprimand | 01 |
| 5. | Compensation | 02 |
| 6. | Interface with full Commission | 17 |
| 7. | Plea taking & Charging | 09 |
| 8. | Further investigation | 08 |
| 9. | Ongoing hearings | 08 |
| 10. | Closure | 73 |
| | Total | 129 |

The Commission

During the 2024/25 financial year, the Commission handled a total of 117 complaint cases, which were concluded as detailed in the table below:

Table 12: Complaints concluded by the Commission

| S/No. | Decisions | Number of complaints |
|-------|---|----------------------|
| 1. | Dismissal of Judicial Officers | 02 |
| 2. | Dismissal of administrative and other staff | 07 |
| 3. | Retirement in public interest | 02 |
| 4. | Severe Reprimand | 01 |
| 5. | Compensation Orders | 02 |
| 6. | Closed | 103 |
| | Total | 117 |

Table 13: Details of those dismissed from Judiciary Service

| No. | Name | Title-Scale | Reason for dismissal |
|--|--------------------|-------------------------|---|
| Judicial Officers | | | |
| 1. | H/W Cissy Mudhasi | Deputy Registrar | Dismissed from Judicial Service with immediate effect due to Abuse of Judicial Authority and Insubordination. |
| 2. | H/W Ruth Nabassa | Chief Magistrate | Dismissed from Judicial Service with immediate effect due to insubordination and acting out of Jurisdiction. |
| Administrative and Other staff of Judiciary | | | |
| 1. | Kanganzi Daniel | Court Clerk/Interpreter | Corruption |
| 2. | Namubiru Sophie | Court Clerk/Interpreter | Abandonment of duty |
| 3. | Namanda Fauzia | Transcriber | Abandonment of duty |
| 4. | Omara Patrick | Clerical Office | Abandonment of duty |
| 5. | Katwaza Nebaioth | Driver | Abandonment of duty |
| 6. | Adong Irene | Office Attendant | Abandonment of duty |
| 7. | Mulego Simon Peter | Office Attendant | Abandonment of duty |

Of the 117 complaint cases, 103 were closed due to a range of factors, including:

- i. Insufficient evidence to substantiate the allegations,
- ii. Retirement of the implicated judicial officers,
- iii. Death of either the complainant or the respondent,

- iv. Withdrawal of complaints by the complainants,
- v. Situations where the complainant had already obtained a remedy, and
- vi. Loss of interest in the matter by the complainant.

Walk-in Clients

A total of 75 clients came to the Commission’s premises for assistance during the financial year. Of the 75 clients, 06 had valid complaints and were advised to lodge them at the Commission, 61 clients were given general legal advice and 08 clients were referred to the Office of the Director of Public Prosecution, Uganda Law Society and Uganda Police Force. 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.

Mobile Complaint handling

In FY 2024/25, the Commission conducted mobile complaints and investigations outreaches in four districts/cities: Arua, Hoima, Fort Portal, and Jinja. The primary objective of these outreaches was to bring justice and services closer to indigent communities, in line with Article 128 of the 1995 Constitution of the Republic of Uganda, and to receive public complaints regarding the Judiciary and the administration of justice.

During these outreach activities, the Commission held complaints handling camps and also visited prisons in the respective areas to engage directly with inmates. The table below summarizes the number of people attended to in each location:

| Number | District/City | Camp Venue | Prison | Total |
|--------------|---------------|------------|--------------|--------------|
| 1. | Arua | 104 | 1,186 | 1,290 |
| 2. | Hoima | 204 | 551 | 755 |
| 3. | Fort Portal | 249 | 1,650 | 1,899 |
| 4. | Jinja | 226 | 1,564 | 1,790 |
| Total | | 783 | 4,951 | 5,734 |

Through the outreaches, a total of 783 individuals engaged directly with Commission staff at the camps, while 4,951 inmates were reached during prison visits. Commission staff attended to individuals on a one-on-one basis, listening to those with complaints regarding the Judiciary and administration of justice. As a result, the Commission received 105 complaints from members of the public across the four districts



JSC staff attending to the public at a community engagement camp held in Hoima in November, 2024.

2.3.4 anti-corruption initiatives

Court Inspections

In line with Article 147 of the Constitution of Uganda, the Judicial Service Commission (JSC) conducted court inspections to assess adherence to established legal processes and promote the administration of justice. These inspections were guided by the Commission's Court Inspection Guide, a comprehensive tool for evaluating court operations, staff conduct, stakeholder relationships, and compliance with legal procedures.

The Commission successfully Checked for compliance and adherence to established legal processes in 22 Magisterial Areas of Jinja, Iganga, Pallisa, Kumi, Kamuli, Bugiri, Kiboga, Buliisa, Rakai, Kalangala, Oyam, Anaka, Kapchorwa, and Sironko Luwero, Nakasongola, Kayunga, Buikwe, Kyenjojo, Kibaale, Dokolo, Kaberamaido and 04 High Court Circuits of Kiboga, Jinja, Iganga and Luwero.



Members of the Commission (Left to right: Hon. Lady Justice Elizabeth Musoke, Hon. Johnson Bitarabeh, SC. Ruth Sebantidira, Hon. Justice Benjamin Kabiito) with Judicial Officers at Hoima High Court in November, 2024 during the 6th Commission retreat.

Anti-Corruption Radio Talk shows

To curb corruption in the courts and enhance the performance of Judicial Officers; and administrative and other staff of the Judiciary, the Commission conducted community sensitization campaigns through live radio talk shows. These sessions aimed at educating the public on their rights, court processes, and the harmful effects of corruption in the justice system. By empowering citizens with knowledge, the Commission fostered a more informed public that is better positioned to identify and report corrupt practices and as a result, there has been increased awareness and reporting.

During the Financial Year 2024/25, the Commission conducted a total of 38 anti-corruption radio talk shows across various districts in the country. These sensitization efforts were aimed at educating the public on their legal rights, the negative impact of corruption, and the available channels for lodging complaints. Of the total shows, 26 were funded by the Government of Uganda (GoU), while 12 were supported by the Justice, Law and Order Sector (JLOS) SWAP. The radio engagements provided a platform for direct interaction with the public, during which approximately 190 calls were received. Callers were offered on-spot legal guidance and advisory services.

The anti-corruption Radio talk shows were conducted in twenty-five (25) Districts of Mpigi, Ssembabule, Masaka, Kalungu, Mityana, Mubende, Mbarara, Kiruhura, Ntugamo, Rukungiri, Hoima (2), Abim, Agago, Jinja, Kamuli, Kisoro, Kabale, Arua, Nebbi, Masindi, Kiryandongo, Kasese, Fortportal, Kiboga, and Buliisa districts.



Ag. PLO Mirembe Anita conducting a radio talkshow on Radio West in Mbarara district on 24th January, 2025

Anti-corruption workshops and Barazas

The Commission conducted nine (09) anti-corruption workshops targeting local government duty bearers in the districts of Arua, Ntungamo, Mpigi, Pader, Iganga, Sheema, Buikwe, Butebo and Rukungiri. These workshops aimed at strengthening the capacity of local leaders to detect, prevent, and respond to corruption within their jurisdictions. Of the total anti-corruption workshops, 6 were funded by the Government of Uganda (GoU), while 3 were supported by the Justice, Law and Order Sector (JLOS) SWAP. A total of 900 participants attended the workshops, of whom 578 were male and 322 were female.

The workshops were attended by district political leaders, religious leaders, Non-Governmental Organizations, cultural leaders, heads of different departments of the districts, local council leaders, police, judiciary, DPP, prisons, business community, heads of schools among others.



Participants actively listening in during Anti-Corruption Workshop held in Mpigi district in March, 2025

In addition, the Commission held Anti-Corruption Barazas aimed at creating platforms for dialogue and collaboration with communities, JLOS stakeholders, civil society organisations, and other key actors to collectively address corruption within the Judiciary and administration of Justice programme. These Barazas were instrumental in raising public awareness about the adverse effects of corruption, encouraging active community participation in the monitoring of judicial processes, and providing safe spaces for reporting grievances and concerns.

During the FY 2024/25, the Commission conducted six (06) Anti-Corruption Barazas in the districts of Mbale, Gulu, Hoima, Kitgum, Kabale, and Kamuli. The events were attended by approximately 1,200 participants, mainly court users and members of the community. Key district stakeholders, including Police Officers, Prisons Officers, State Attorneys, district technical staff, local political leaders, and representatives from other justice sector agencies, actively participated in the sessions. Their presence reinforced the multi-stakeholder approach necessary for effective anti-corruption initiatives within the Judiciary.



Anti-Corruption baraza held in Kitgum in March, 2025

Anti-Corruption Committee Meetings

The Anti-Corruption Committee develops policies, strategies, and methods for addressing corruption, mismanagement of justice, and abuse of power within the judiciary. The committee also ensures that the Commission's own internal anti-corruption policies and action plans are implemented. The committee held 01 meeting in the financial year 2024/25. This was due to the busy schedule of the 6th Commission. The Committee meeting which was held was an inception meeting for the Anti-Corruption Committee (ACC) under the 7th Commission during the last quarter of the financial year.

2.3.5 Public Legal Education and Community Sensitisation

Radio Talk Shows

Over the course of the year, a total of sixty-five (65) live radio talk shows were conducted across various radio stations in all regions of Uganda. The shows were conducted in the districts of Mbarara, Kamuli, Kasese, Mbale, Moroto, Hoima, Masaka, Kabarole, Kayunga, Jinja, Soroti, Nakapiripirit, Bukedea, Mitooma, Kapchorwa, Kibaale, Kyotera, Nakasongola, Mayuge and Koboko. Of the total shows, 55 were funded by the Government of Uganda (GoU), while 10 were supported by the Justice, Law and Order Sector (JLOS) SWAP.

These shows focused on critical areas of the law that affect ordinary citizens, including land justice, succession law, trial procedure, bail and police bond, money lending, domestic violence, children's rights, and the general mandate of the JSC. The radio platforms allowed the Commission to demystify the law, address misconceptions, and provide real-time responses to common legal queries from the public. The engagements were held in the indigenous languages and attracted wide listenership and interaction from the public. The positive feedback from listeners during and after the programmes confirmed the effectiveness of radio as a tool for civic education and public engagement.



Commissioner, Hon. Jimmy Okello (left) with Principal Legal Officer, Jonan Luleti(center) on Spice Fm in Hoima District in November, 2024.

TV Talk Shows

In addition to radio, the Commission also utilised television talk shows and social media to disseminate legal information and enhance visibility. Seven (7) live television shows were aired on NBS TV and UBC TV, covering topics such as criminal procedure, domestic violence, succession, land law, and the work of the JSC. The TV shows were subsequently uploaded to the JSC YouTube channel for continued access.



Acting, Registrar, LEPAR, Mr. Samuel Mugisa during a live Tv talk show on NBS Television discussing Land Rights, December, 2024

Recorded audio messages aired on Radios

Recorded audio messages were translated into multiple local languages including Luganda, Lumasaba and Rutoro and aired 274 times across regional radio stations (CBS, Voice of Toro and Elgon FM), reinforcing key messages and expanding outreach.

Media Engagements

Media engagements are a key avenue through which the Judicial Service Commission (JSC) interacts with media practitioners across various districts and regions. These sessions are designed to sensitize journalists about the mandate of the JSC in the administration of justice, clarify issues related to the justice system, and promote accurate, objective, and responsible reporting on matters concerning formal justice in Uganda. The engagements also underscore the critical role of the media in upholding justice and fostering public trust in judicial processes.

During the period under review, the Commission conducted seven (7) media engagements in the districts of Kabale, Masaka, Kalangala, Kamuli, Mbarara, Jinja, and Mbale. These sessions brought together stakeholders from both print and broadcast media, attracting a total of two hundred two (202) participants, of whom one hundred forty-three (143) were male and fifty-nine (59) were female.

Of the seven (7) engagements, four (4) were financed by the Government of Uganda (GoU), while three (3) were supported under the Justice, Law and Order Sector (JLOS) SWAp framework.



Legal Officer, Mr. David Wandera (standing) addressing journalists during a media engagement in Rukungiri District, June, 2025.

Social Media Campaigns

The Commission leveraged social media platforms to disseminate information and launched campaigns on topical issues, including alternative dispute resolution and unlocking the Justice Law and Order Sector (JLOS). These efforts aimed to promote the use of technology in service delivery and reach a broader segment of the population, particularly those active on digital platforms.

School Sensitisations on Law

The Commission organised school sensitisation sessions in both urban and rural districts. These sensitisations were held in twenty (20) schools.

The schools in Mbarara, Kalangala, Kampala, Iganga, Fortportal, Masaka, Bulambuli, Gomba, Butambala, Kabarole, Butambala, and Mukono districts/city that benefited in this intervention included the following in the table below;

| No | School | District/City |
|-----|------------------------------------|---------------|
| 1. | Bishop Dunstan Nsubuga Memorial SS | Kalangala |
| 2. | Sselwanga Memorial SS | Kalangala |
| 3. | Kyambogo College | Kampala |
| 4. | Old Kampala SS | Kampala |
| 5. | Nyamitanga Muslim SS | Mbarara |
| 6. | Kahinju SS | Fortportal |
| 7. | Kako SS | Masaka |
| 8. | St. Joseph S.S Buyaga | Bulambuli |
| 9. | Iganga Girls SS | Iganga |
| 10. | Ibaale SS | Fort Portal |
| 11. | Kitumba SS | Fort Portal |
| 12. | Kibibi SS | Butambala |
| 13. | Sayidina Abubaker SS | Butambala |
| 14. | Mpenja SS | Gomba |
| 15. | Bukandula SS | Gomba |
| 16. | Namakawa SS | Mukono |
| 17. | Kasana Vocational SS | Mukono |
| 18. | Lukole Seed SS | Mukono |
| 19. | Target Community College | Luwero |
| 20. | St. Andrew Kaggwa SS | Luwero |

These engagements reached 12,176 pupils and 419 teachers and covered topics such as children's rights, sexual offences, career guidance, ethics and morality, and the dangers of drug and substance abuse. Teachers appreciated the initiative, particularly the inclusion of discussions around the UNEB Act, offences committed by young people, and the legal implications of actions like cybercrime, theft, defilement, and assault. The sessions provided an open forum for students to raise concerns about challenges they face, including domestic violence, early

pregnancies, lack of parental guidance, and peer pressure.

Students and teachers alike called for continued outreach, improved career guidance and wider community education on children's rights and parental responsibilities.



Lorna Kamwesiga, Legal Officer (Standing) talking to the students at a school sensitization at Bishop Dustan Nsubuga Memorial Secondary School, Kalangala District in August, 2024.

Sensitisation of Local Government Leaders

District Local Government leaders are considered key stakeholders in the justice delivery system as they manage public offices; act as conduits for information dissemination on how the justice system works; can be great allies in the fight against corruption and in the promotion of the JSC's mandate as "a people's bridge to Justice."

During the financial year 2024/2025, the Commission undertook a series of sensitisation sessions targeting local government officials in the six (6) districts of Kiruhura, Maracha, Kazo, Napak, Apac, and Butebo. The sessions attracted a total of three hundred sixty-nine (369) participants across all the districts. The sensitisations attracted several district leaders including Chief Administrative Officers, Districts Internal Security Officers, Resident District Commissioners, LCV Chairpersons and District Police Commanders among others.

These sessions were aimed at deepening the understanding of the mandate of the Judicial Service Commission (JSC), improving awareness of basic legal principles, and fostering cooperation between administrative and justice institutions. Across all these districts, leaders acknowledged the importance of being well-informed about the administration of justice. They also expressed

appreciation for JSC's efforts to reach new and hard-to-access districts, particularly those lacking established court infrastructure.

Sensitisation of Local Council Court Members

In a separate but related initiative, the Commission carried out targeted sensitisation activities for members of Local Council (LC) courts, specifically those at LC I, II, and III levels. These courts play a critical role in dispute resolution at the community level, especially in areas where access to formal courts remains limited.

The Commission was able to conduct engagements in the districts of Kibuku, Busia, Butebo, Budaka, and Ngora districts for 10 local council courts (2 per district) where a total Three Hundred Sixty-One (361) LC court members attended.

The sessions enabled Local Council members to understand the boundaries of their jurisdiction and offered practical skills for managing disputes lawfully and ethically. The officials expressed interest in future trainings and suggested that JSC expand the reach of such sessions to cover the entire districts more comprehensively.

Sensitisation of Ethnic Minorities

As part of its mandate to promote inclusive access to justice, the Commission conducted targeted sensitisation activities among ethnic minority communities during the FY 2024/2025. These engagements sought to raise awareness of legal rights, demystify justice processes, and introduce community members to available Government empowerment programmes.

The Commission specifically engaged with the Batwa community in Kisoro, the Paluo in Kiryandongo and Masindi, and the Gimara in Obongi, Adjumani, and Moyo districts. In total, one hundred fifty (150) participants attended the sensitisation sessions, comprising sixty-three (63) women and eighty-seven (87) men.

Across all engagements, the common threats included land disputes, lack of legal literacy, exclusion from public services, and limited confidence in formal justice structures. These sessions offered a critical platform for dialogue between the state and ethnic minority groups, reinforcing the Commission's commitment to equity and non-discrimination.



Legal Clerk, JSC (on the left standing) addressing the members of Gimara in Obong District in April, 2025

Prison Inmate Sensitisation Programmes

The Commission conducted seven (7) sensitisation workshops for inmates in various prisons throughout the year. These visits engaged with Seven thousand sixty-three (7,063) prisoners in the prisons of Kapeeka in Nakaseke District, Ngogwe in Buikwe District, Jinja Main, Iganga Main, Namalu in Nakapiripirit District, Hoima, and Nakifuma in Mukono District. Three (3) of these were funded under JLOS SWAP.

These sessions focused on prisoners' rights, trial procedure, bail applications, and the workings of the criminal justice system. Inmates used the platform to raise personal grievances, seek clarification on court procedures, and inquire about the status of their cases. Recurring concerns included prolonged remand periods, overcrowding in prisons, lack of legal representation, and inadequate prison facilities for women and juveniles.



Legal Officer, JSC, Lorna Nkamwesiga(1st right) posing with Prison Officials and other AJP stakeholders after the inmates' sensitisation session at Kapeeka Prison in May, 2025.

Engagements with court users

The Commission maintained an active schedule of community engagements with court users reaching out to Four thousand, three hundred twenty-three (4,323) litigants, local leaders, and justice actors at 24 court halls. The courts are Kalangala, Sanga, Sheema , Masindi , Nwoya , Busia, Kibuku, Kajjansi, Kira, Bwizibwera, Ibanda , Hoima, Mbale, Iganga, Nakapiripirit, Bukedea, Mitooma, Kapchorwa, Kibaale, Kyotera, Nakasongola, Jinja, Nsagi and Bujjuko . The court users were always mobilized beforehand and engaged with at the court premises.

Court users widely appreciated the presence and accessibility of judicial officers, especially in districts where new courts had recently been established. In Kalangala, court users welcomed the appointment of resident magistrates and noted improvements in judicial attendance and responsiveness.

However, across many engagements, court users expressed concerns regarding delays caused by absentee state attorneys, frequent adjournments, and logistical difficulties in accessing courts, particularly for those travelling from remote islands or sub-counties.

Court users also raised questions on bail refunds, court fees, the status of family land disputes, and the role of the police in investigating and prosecuting cases. These engagements provided valuable insight into public perceptions of the justice system.

Engagements with Judicial Officers; and administrative and other staff of Judiciary

Judicial Officers

Throughout the financial year, the Commission held a total of Sixteen (16) dialogue sessions with judicial officers. JSC engaged with Two hundred and fifteen (215) judicial officers in the districts of Mitooma, Iganga, Kayunga, Mayuge, Kamuli, Kamwenge, Family Division (Kampala), Nakawa, Lugazi, Mityana, Entebbe, Buikwe, Njeru, Arua, Paidha, Otuke, and Kitgum.

These sessions were designed to promote ethical conduct, improve performance, and encourage frank conversations about service delivery and institutional welfare.

The dialogue sessions were crucial in bridging communication gaps between the Commission and judicial personnel. The sessions reinforced the importance of a functional, motivated, and well-supported judiciary in delivering justice to all citizens.

Administrative and other Staff of the Judiciary Service

The Commission conducted sixteen (16) consultative meetings with Administrative and other staff of the Judiciary in the districts of Mitooma, Iganga, Kayunga, Mayuge, Kamuli, Kamwenge, Family Division (Kampala), Nakawa, Lugazi, Mityana, Entebbe, Buikwe, Njeru, Arua, Paidha, Otuke, and Kitgum. A total of three hundred sixty-four (364) administrative and other staff of the Judiciary were engaged.

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

The Commission was able to print 18,297 copies of brochures on the JSC mandate, Resolution of Land Disputes, Domestic Violence, Children and the Law, Sexual offences, Local Council Courts and a Guide to rights of prison inmates.

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 1,000 copies of the Citizens Handbook.

In addition, a total of 1000 copies of brochure on the JSC complaints handling system were printed and disseminated.

2.3.6 Research

Research studies are aimed 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 also provide evidence to support the Commission's mandate to advise and make recommendations on improvement of the administration of justice.

The Commission conducted a research study on the efficacy of legal safeguards for children living with incarcerated mothers in Uganda. The purpose of this study was to evaluate the effectiveness of the legal and policy frameworks in safeguarding the rights and welfare of children living with their incarcerated

mothers. The study also aimed to highlight special rights (needs) of children/infants within the age bracket of 1 day to 18 months living with their mothers in prison; review the laws and policies relevant to the protection and realisation of the rights of children living with incarcerated mothers; evaluate the effectiveness and limitations of the laws in protecting children living with incarcerated mothers; establish the challenges mothers in prisons face in taking care of their children and addressing their needs; and propose recommendations for policy and legal reforms to enhance the protection and realisation of the rights of children living with their mothers in prison.

In addition, the Commission conducted a systemic investigation on the causes of the large number of prisoners on remand in prisons for unwarranted reasons in selected prisons. The purpose was majorly to establish causes of prolonged periods spent on remand by inmates with a view to coming up alternative mechanisms that can be undertaken in a bid to curb the prolonged remand of a high number of accused persons in prison on remand. The study set to analyse the legal and institutional framework governing the remand of accused persons in Uganda, examine the rights of accused persons during their remand period, analyse the efficacy of existing strategies in reducing prolonged remand periods and explore other interventions that can be undertaken to ensure a reduction in the high number of accused persons on remand.

LEPAR Committee Meetings

Throughout the financial year 2024/2025, the LEPAR Committee convened Seven (7) meetings to guide the implementation of its strategic activities. These meetings provided a formal forum for review, planning, and accountability.

Across the reporting year, LEPAR Committee meetings played a vital role in tracking implementation progress, validating research proposals, reviewing feedback from field activities, and aligning legal education and research priorities with the broader objectives of the Judicial Service Commission.

2.3.7 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;

- Analysed 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 (Quarter four 2023/24 and Q1, Q2 and Q4 FY 2024/25) audit reports.

Administration

Administration achieved the following outputs;

- i. 27 Commission meetings held.
- ii. Response to Audit issues raised offered.
- iii. Utility and accommodation bills for the financial year paid.
- iv. Daily Guard and security services provided.
- v. Cleaning and sanitation services for the financial year provided.
- vi. Three (3) Senior Management Meeting held and One (1) General Staff meeting were held.
- vii. Procurement of goods and services for the Commission supported.
- viii. Commission's fleet (17 vehicles and 4 motor cycles) maintained in good condition.
- ix. Machinery, Equipment and Furniture maintained in good condition for use.
- x. 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. JSC office premises branded with Outdoor signage and boardroom, receptions offices and corridors with directional signage.
- iii. JSC branded seasonal gifts and stationery (Dairies and calendars for 2025, Keyholders, Mugs and Car stickers) procured.
- iv. The Commission participated in various public awareness activities including Day of the Girl Child, Day of Persons with Disabilities Day, and 16 days of Activism against Gender Based Violence. In addition, the Commission conducted activities in regard to World Youth Day in Kitagwenda District where participants Kabujogera Town Council, Buhanda SubCounty and Kitagwenda Town Council attended. A total of 150 youth and 15 subcounty leaders were reached.



JSC staff participating in 2025 Africa Public Service Day

IT unit

IT unit achieved the following outputs;

- i. Website Hosting, Email and Domain renewed.
- ii. Q1, Q2, Q3 and Q4 Quarterly Internet subscriptions made.
- iii. The Commission website Updated quarterly.
- iv. ICT equipment (80 Computers, 20 Laptops, 30 Printers, 5 Photocopiers) repaired and serviced quarterly.

Finance and Accounting

The accounts section achieved the following outputs;

- i. Timely payment of requisitions
- ii. Final Accounts 2023/24; Q4 2023/24; and Q1, Q2, and Q3 FY 2024/2025 financial reports prepared.
- iii. Annual board of survey report prepared.
- iv. Annual External Audit activity facilitated.

Planning and Policy function

The unit achieved the following;

- Prepared and disseminated 2023/24 Annual Report.
- Held Quarterly budget performance review meetings.
- Prepared the Budget Framework Paper for FY 2025/2026.
- Prepared the Ministerial Policy Statement FY 2025/2026.
- Prepared quarterly performance reports.

- Prepared annual and quarterly work plans for FY 2025/2026.
- Provided policy guidance to the Commission
- Coordinated 4 Finance Committee meetings
- Developed draft Third JSC strategic plan 2025/26 - 29/30.
- Held one (1) Project Preparation Committee meeting
- Undertook JSC Strategic Plan II Midterm Review and prepared the Report.
- 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.
- Developed AJP PIAP JSC input and Institutional Development project profile for FY 2025/2026 -2029/2030 were developed

Department of Human Resource Management

The human resource management function achieved the following outputs;

- Staff salaries, Commission Members emoluments and pension paid for 12 months;
- Staff Performance Monitoring and Evaluation conducted and Staff performance appraisal management coordinated annually for 102 staff.
- Staff capacity building/training coordinated.
- Held 4 Training Committee Meetings.
- Processed annual leave for staff members for the months of July, 2024 to June 2025
- The new JSC client charter for FY 2023/2024 -FY 2026/2027 was approved by the Full Commission and printed.
- The Administrative and Other Staff of the Judiciary Validation Report was reviewed by the Commission and printed.
- The commission recruitment exercise supported (Data capture and analysis, Shortlisting, assessing suitability, scheduling of interviews, conducting of interviews and review meetings and Report writing). Further, the commission recruitment exercise was supported in appointing Judicial Officers in substantive capacities, confirmation of Judicial Officers, appointing and confirmation of non-Judicial Officers.
- Staff wellness program conducted every Tuesday and Thursday of the week during Q1, Q2, Q3 and Q4.
- The Commission participated in 2025 Public service week.



JSC team with the Kitagwenda Youth in August, 2024.

Records section achieved the following outputs;

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

Development (Capital Purchase)

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

- i. 3 Laptops,
- ii. 15 Desktop Computers, UPS and ICT consumables,
- iii. 9 printers,
- iv. One (1) Digital Camera,
- v. Four (4) Television sets,
- vi. 40 Telephone Handsets,
- vii. Two (2) Smart TV Projector screens and stand for Boardroom,
- viii. Two (2) Heavy Duty Scanners to support EDMRS,
- ix. 4 vehicles procured (One Station Wagon for Chairperson, Two double cabin pickups and a one saloon car), and
- x. Assorted furniture including;
 - a) Fifteen (15) executive leather visitors chairs
 - b) one (1) office desk

- c) Three (3) Executive office desk
- d) Four (4) Executive ergonomic high back mesh swivel chair
- e) Thirteen (13) -four drawer filing cabinets
- f) Two (2) visitor's chairs
- g) Two (2) Leather Chair single seater
- h) One (1) Leather chair 2-seater
- i) One (1) Coffee table
- j) office chairs and Twelve (12) boardroom chair
- k) One (1) straight office desk with drawers

Capacity building and Training

The Commission conducted;

- i. Seven (7) staff were sponsored to advance their studies in different areas to aid their career growth.
- ii. 13 staff were trained on Anti-Corruption initiatives. The training focused on the legal framework for combating corruption within the Judiciary, ethical standards for public officers, building a culture of integrity, team work and collaboration with other stakeholders. The training was facilitated by trainers from Brookings Institute, CID training school and State House Anti-Corruption unit.
- iii. One (1) training for seven (7) JSC investigators on effective investigations was held at National Forensic Science University (NSFU) in Jinja from 17th to 20th of December 2024.
- iv. Twenty-six (26) Legal professionals at JSC were also trained on 12th and 13th of December 2024 by the Judiciary on ECCMIS in a bid to ease their ability to comprehend and analyse data extracted from the ECCMIS.

Subscription to Professional Bodies

The Commission subscribed to the Uganda Law Society, the East African Law Society and CPA. This was aimed at keeping the lawyers and accountants 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 check-up and HIV/AIDS testing to staff.
- iii. Provided Support to affected staff

2.3.8 Swearing of the 7th Commission

The 7th Commission was sworn in on 8th April 2025. The following were sworn in as new Members of the Commission to serve their first four-year term.

| S/N | NAME | DESIGNATION |
|-----|---|---|
| 1. | Hon. Justice Dr. Singiza Douglas Karekona | Chairperson |
| 2. | Hon. Lady Justice Rosette Comfort Kania | Deputy Chairperson |
| 3. | Mr. Musingwire Frank | Member representing the Public Service Commission |



Hon Justice Dr. Singiza Douglas Karekona, Chairperson JSC (Right seated), Hon. Lady Justice Rosette Comfort Kania, Deputy Chairperson, JSC (Centre) and Mr. Musingwire Frank (Left seated) at the swearing in Ceremony.



Hon Justice Dr. Singiza Douglas Karekona, Chairperson JSC taking Oath



Hon. Lady Justice Rosette Comfort Kania taking Oath of Office to serve as the Deputy Chairperson, JSC



Mr. Musingwire Frank taking an oath of office to serve as a member of the JSC



The Deputy Chief Justice, Hon. Justice Richard Buteera greeting the incoming Chairperson JSC, Hon Justice Dr. Singiza Douglas Karekona at the swearing ceremony.



The Hon. Deputy Chief Justice, His Lordship, Justice Richard Buteera (4th seated from the right), the Minister of Justice and Constitutional Affairs, Hon. Norbert Mao (4th from the left seated), the State Minister for Public Service, Hon. Grace Mary Mugasa AKiiki (1st from the left seated), the Deputy Head of Public Service and also Deputy Secretary to Cabinet, Dr. Theopista Mary Wenene (3rd from the left seated), the incoming Chairperson JSC, Hon. Justice Dr. Douglas Singiza K (2nd from left seated), Secretary Judicial Service Commission and other dignitaries after the swearing in ceremony of Members of the 7th Commission on 8th April 2025 at the Court of Appeal in Kampala.



CHAPTER THREE



3.1 PLANNED ACTIVITIES FOR FINANCIAL YEAR 2025/26

A budget of **UGX 20,171,340,551 (twenty billion, one hundred seventy-one million, three hundred forty thousand, five hundred fifty-one shillings)** was approved for the Commission to implement its mandate during the 2025/26 financial year.

The total approved budget is composed of wage of **UGX. 5,009,605,828 (five billion, nine million, six hundred five thousand, eight hundred twenty-eight)**, recurrent non-wage budget of **UGX. 12,665,424,547 (twelve billion, six hundred sixty-five million, four hundred twenty-four thousand, five hundred forty-seven)**, and Development budget of **UGX. 2,496,310,176 (two billion, four hundred ninety-six million, three hundred ten thousand, one hundred seventy-six)**.

Table 14: Summary of GoU budget for FY 2025/2026

| Item | Approved Budget FY 2024/2025 | Approved Budget FY 2025/2026 |
|--------------------------------------|-------------------------------------|-------------------------------------|
| Wage | 4,878,919,240 | 5,009,605,828 |
| Non-wage | 13,162,209,954 | 12,665,424,547 |
| Dev't | 2,496,310,176 | 2,496,310,176 |
| Arrears | 0 | 0 |
| Total | 20,537,439,370 | 20,171,340,551 |
| Tota Budget Excluding Arrears | 20,537,439,370 | 20,171,340,551 |

In line with the approved budget for FY 2025/26, 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 intends to promptly fill all vacant positions declared by the Judiciary for both judicial officers; and administrative and other staff of the Judiciary service. In addition, the JSC will confirm all eligible judicial officers and other staff of the Judiciary service upon recommendation received from the Judiciary.

Disciplinary Affairs of Judicial Officers; and administrative and other staff of the Judiciary Service

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 Service. 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 at least 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 2025/2026, the JSC plans to investigate at least 79 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 28 disciplinary committee hearings for Judicial officers and other staff of the Judiciary Service 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 handling 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 4 mobile complaints receipt and investigation in Jinja City, Kitgum, Luwero and Kasese districts 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 108 live radio talk shows throughout the country. The talk shows will sensitize the public about land justice, money lending, children's rights, domestic violence and succession laws.

Live Television shows

The JSC will conduct public legal education through 4 live Television shows. The talk shows will sensitize the public about and justice, money lending, children's rights, domestic violence and succession laws.

IEC Materials

The Commission will develop, print and disseminate 22,000 copies of IEC Materials on court procedures and initiatives to improve administration of justice.

The Commission will also undertake translation of IEC materials into Runyankore-Rukiga, Runyoro-Rutooro, Luganda, Ateso, Luo, and Lumasaaba.

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 4 media engagements across the country.

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

The JSC will conduct 6 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 administrative 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.

32 consultation meetings with judicial officers; and administrative 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. 16 Engagements with court users at various court halls on performance, service delivery, ethics and integrity in the Courts of Judicature,
- ii. 8 engagements using social media (You Tube, X space and WhatsApp platforms) on topical issues about administration of justice,

- iii. 4 Prison inmates' sensitization on prisoners' rights and trial procedure conducted in Kakumiro, Ndoorwa, Soroti, and Gulu,
- iv. 4 Sensitisation of Persons with Disabilities District Councils on law and access to justice in Mbarara, Mbale, Gulu, and Arua,
- v. 4 Sensitization of 50 members of ethnic minorities on their rights as citizens and the various government empowerment programs. The ethnic groups are Basongora, Bayaga, Gimara and Shana,
- vi. 20 School Sensitizations in Kabarole, Bushenyi, Wakiso and Jinja on basic legal principles, Ethics and morality drug abuse and sexual offences,
- vii. 4 Sensitisations of Universities and Tertiary Institutions on ethics, narcotics and sexual offences (Soroti, Kabale, Kyama, Gulu), and
- viii. Recorded messages about JSC and other topical issues on law and administration of justice aired 300 times during the FY 2025/2026 on various radio stations.

Research

The Commission plans to undertake one research study on the legal and human rights implications and effectiveness of imprisonment of civil debtors in Uganda.

Anti-Corruption Initiatives

Compliance and adherence to established legal processes

The Commission will inspect 20 Magisterial areas,²³ High Court Circuits and 7 High Court divisions in 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 24 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.

Barazas

The Commission will undertake 4 Anti-Corruption Barazas in Budaka, Bushenyi, Apac and Gomba on processes for facilitating a corruption free judiciary.

Public sensitization

The Commission will conduct 4 sensitization workshops on anti-corruption in the Judiciary service in Soroti City, Fortportal City, Kiryandongo district and Kisoro district.

Anti-Corruption Strategy

The Commission undertakes to review the Anti-Corruption Strategy and develop the 5-year JSC Anti-corruption strategic action plan.

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. 24 Commission meetings held,
- ii. One (1) Commission members' retreat with staff of the Commission held,
- iii. Four (4) Top Management meetings held,
- iv. Four (4) Management Meetings with heads of directorates and departments held,
- v. Twenty-eight (28) Meetings with staff of the directorates and departments held,
- vi. Respond to Audit issues raised,
- vii. Quarterly utility and accommodation bills paid,
- viii. Daily Guard and security services provided,
- ix. Quarterly Cleaning and sanitation services provided,
- x. 4 Senior Management Meetings held,
- xi. 12 Finance and Administration departmental meetings held
- xii. Commission's fleet (20 vehicles and 4 motor cycles) maintained in good condition,
- xiii. Machinery, Equipment and Furniture maintained in good condition for use,

- xiv. Hold 4 Enterprise risk management meetings,
- xv. 32 Contracts Committee meetings held,
- xvi. Market Surveys conducted,
- xvii. 32 Evaluation committee meetings held, and
- xviii. Staff corporate wear and uniforms for support staff and field staff procured for 120 staff.
- xix. JSC participation in 6 national events (NRM Liberation Day, Labour Day, Heroes Day, Independence Day, Women's Day and Youth Day) facilitated,
- xx. Public relations/awareness on JSC achievements and interventions in 4 Districts undertaken,
- xxi. JSC participation in 4 events facilitated including International Day of Persons with disabilities, 16 Days of Activism against Gender-Based Violence and International day of the girl child, and Judiciary Open Day.
- xxii. A Judicial Service Commission communication strategy developed
- xxiii. Website Hosting, Email and Domain renewed annually,
- xxiv. The Commission Website Updated quarterly,
- xxv. Quarterly Internet subscriptions made, and
- xxvi. ICT equipment (80 Computers, 20 Laptops, 30 Printers, 5 Photocopiers) repaired and serviced quarterly.

Regional Offices

The Commission will operationalise three (3) Regional Offices in Mbale City, Hoima City and Arua City. This will bring the total number of regional offices to 6.

Human Resource Management Department

The human resource management function will achieve the following outputs;

- i. Staff performance appraisal management coordinated annually for 102 staff,
- ii. Consolidated Monthly staff allowance paid,
- iii. 6 Search and Recruitment Committee meetings held,
- iv. 12 Search and Recruitment Sub Committee meetings held,
- v. Newly recruited staff of the Commission inducted
- vi. Applications for declared vacancies of Judicial Officers, Administrative and other staff of Judiciary processed for shortlists and Interview,
- vii. SC Staff Wellness (fitness/ physical activities) program and Sports events facilitated,

- viii. Client charter 2023/2024 - 2026/2027 reviewed to align it with NDP IV and disseminated,
- ix. 4 Quarterly meetings Rewards and Sanctions Committee held quarterly Training Committee meetings held,
- x. JSC staff facilitated to commemorate the African Public Service Day,
- xi. JSC staff End of Year Team Building Forum held,
- xii. JSC Service Delivery Standards developed in line with the NDPIV,
- xiii. JSC Staff training Plan developed, printed and disseminated,
- xiv. Induction of the 7th Commission Members (2025-2029) held, and
- xv. Staff salaries and pension paid promptly by 28th of every month for 12 months

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 2026/2027,
- Prepare the Ministerial Policy Statement FY 2026/2027,
- Prepare quarterly performance reports and coordinate quarterly budget performance review meetings,
- Prepare annual and quarterly work plans for FY 2026/2027,
- Provide policy guidance to the Commission,
- Prepare and disseminate 2024/25 Annual Report,
- Third JSC strategic plan 2025/26 - 29/30 developed,
- Coordinate 4 Finance Committee meetings, and
- 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.

Institutional Development of Judicial Service Commission (Capital Purchase)

Under the Institutional Development of Judicial Service Commission, the Commission plans to procure;

- i. 13 Executive Tables, 13 Executive chairs, 13 Visitors Chairs, 7 Sofa Sets (specified Officers), 13 Book Shelf, 13 Filling Cabinets and 10 Coat Hangers,
- ii. Five (5) Laptops,
- iii. Two (2) shredders,
- iv. Two (2) Motor Vehicles (Double Cabins) for fieldwork, and
- v. Hybrid Digital video and audio recording system (Transcriber) and installed in a boardroom

The Commission will also develop;

- vi. Recruitment Information management System, and
- vii. Judicial Service Commission website software.

Capacity building

The Commission recognizes the importance of having its staff with appropriate work skills, attitude and adaptation 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, investigation, research and other areas.

The commission also plans to undertake the following;

- i. One (1) refresher training for Rewards and Sanctions Committee members on their roles and responsibilities,
- ii. Two (2) trainings on new Performance Management Tool (Balance Scorecard Tool) for Technical and Common Cadre staff as well as lower cadre staff,
- iii. One (1) refresher training for the training committee members on their roles and responsibilities, and
- iv. Two (2) trainings on Human Capital Management System Implementation for JSC staff on the Employee self-service, Performance Management, Leave and Absence, Retirement and Payroll and deductions modules.

Subscription to Professional Bodies

The Commission will continue to subscribe to the Uganda Law Society, the East African Law Society, CPA and other professional bodies. 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 and other professionals 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 behaviour among them aimed at prevention of HIV transmission. The other areas that the Commission shall focus on are: drug adherence, nutrition and other aspects of positive living that the staff may find useful in their immediate and extended families, as well as in the communities in which they live.

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.

JSC Resource Centre

The Commission will equip its resource centre with 40 copies of materials on Law.



CHAPTER FOUR



4.1 CHALLENGES

The Judicial Service Commission (the Commission) encountered a number of challenges during the implementation of its activities during the financial year, 2024/25. 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

The Commission continues to face significant funding shortfalls, limiting its ability to fulfil its extensive constitutional and statutory mandate. Its responsibilities have grown to include not only the management of administrative and other Judiciary staff but also the appointment of Chairpersons and Officers to numerous quasi-judicial bodies. With Uganda's population now exceeding 46 million, delivering legal education and public awareness programs to such a diverse audience within the current budget is increasingly unfeasible. For instance, radio talk shows have proven to be one of the most effective channels for public engagement, yet budget constraints have severely restricted the Commission's ability to air them consistently, thereby limiting access to critical legal information.

Additionally, not all the funds that were approved for the financial year - a total of UGX. 186,701,027 (one hundred eighty-six seven hundred one thousand twenty-seven) for non-wage recurrent and UGX. 885,798,973 (eight hundred eighty-five million seven hundred ninety-eight thousand nine hundred seventy-three) for development – were released which hampered the implementation of the planned activities.

4.1.3 Inadequate transport provision

The Public Complaints System and Public Awareness campaigns require Commission officers to travel across the country to raise awareness of citizens' rights and responsibilities, receive and investigate complaints, and gather suggestions regarding the administration of justice in Uganda, among other duties. However, the Commission's transport capacity remains inadequate, with only 21 vehicles available, including those allocated to entitled and eligible officers. This challenge was further compounded by the fact that the fleet was largely aged, with most vehicles having exceeded the recommended operational age and mileage.

4.1.4 Staffing gaps

By the end of the 2024/2025 financial year, the Commission had filled 102 of the 196 approved positions, reflecting a staffing level of just 52%. Of the remaining 94 positions, 54 were allocated to Regional Offices and were only approved in late May 2024. This understaffing leaves the Commission without the critical personnel necessary to effectively carry out its core functions, including receiving and evaluating complaints, investigating cases, and educating the public on the law and administration of justice across the country.

4.1.5 Poor staff remuneration and salary disparities

Over time, the Government's salary increases for legal professionals and scientists have created a substantial pay disparity with staff in the Arts and other cadres. Many employees in these underpaid cadres are unable to earn a living wage that meets the basic costs of living in Uganda. This financial strain undermines their capacity to meet personal and professional obligations which in turn can affect service delivery.

4.1.6 Regional offices

Under the Second JSC Strategic Plan (2020/21–2024/25), the Commission aimed to establish six regional offices to bring services closer to the public and reduce costs for clients accessing its services. By the end of June 2025, only the Moroto, Mbarara, and Masaka offices had become operational, leaving three regional offices yet to be established. Moreover, the existing regional offices continue to face significant operational funding gaps, limiting their ability to procure office equipment, hire adequate staff, maintain vehicles, and carry out other essential activities intended to be managed at the regional level.

4.2 RECOMMENDATIONS TO ADDRESS THE CHALLENGES

4.2.1 Increasing the Commission's budget

There is a critical need to increase the Commission's budget to at least UGX 30,000,000,000 (thirty billion shillings) to enable the full execution of its mandate. This additional funding is essential for key functions, including the recruitment and disciplining of Judiciary staff, conducting public legal and judicial education, and effectively investigating complaints from the public.

4.2.2 Avoid Budget cuts of the Approved Annual Budget

Government should ensure all the funds are released as per the approved annual budget to enable the Commission implement its mandate smoothly.

4.2.3 Recruit staff

The Commission needs to fill vacant positions 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.

4.2.4 Procurement of Motor Vehicles

The Commission should be allocated funds to procure 16 new motor vehicles, at an estimated cost of UGX 4 billion. This will allow for the replacement of vehicles that have exceeded the recommended age and mileage, ensuring a reliable fleet. With these vehicles, the Commission will be better equipped to carry out timely complaints handling, conduct investigations efficiently, perform regular court inspections, deliver public legal education, and actively participate in anti-corruption initiatives.

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.

4.2.6 Strengthen Collaboration

The Commission should enhance collaboration and strategic partnerships with other JLOS institutions, the media, and civil society organizations to improve service delivery, public outreach, and the administration of justice.



Members of the 6th Commission at the East African Crude Oil Pipeline site in Hoima City, November,2024.



The Commission conducted competence tests for applicants for the position of Chief Magistrate in the Judiciary Service, May 2025



The JSC staff during the All-Africa Public Service Day celebrations in Kololo, June 2025



Chairperson of the 6th Commission handing over a copy of the Citizen's handbook to the Resident Judge Hoima, November 2024



The Secretary to the Commission Dr. Rose Nassali Lukwago (6th from left in the front row), the Under Secretary F&A (6th from right in the front row) and other staff after a general staff meeting at Speke Hotel Kampala, February 2025



The photo moment of the Judicial Service Commission football team in December, 2024



Gloria Akonga, SLO LEPAR addressing students of St. Joseph SS Buyaga in Bulambuli District, March 2025



Commissioner Jimmy Okello during an anti corruption Baraza as part of the Community Engagement Camp in Hoima City November, 2024



The Under Secretary, Judicial Service Commission (C) chairing the Programme planning meeting under the Administration of Justice Programme in September, 2024

Annex 1: JSC staff list as at 30th June, 2025

| S/N | Staff Member Name | Post/Title | Salary Scale |
|---|---|--------------------------------|---------------|
| OFFICE OF THE CHAIRPERSON | | | |
| 1. | Hon. Justice Dr. Douglas Singiza Karekona | Chairperson, JSC | Specified |
| 2. | Amolo Lorna | Personal Assistant (legal) | U4 |
| OFFICE OF THE SECRETARY | | | |
| 3. | Kamulegeya Amooti Grace | Personal Secretary | U4-Contract |
| 4. | Bayo Collette | Office Attendant | U8 |
| DEPARTMENT OF FINANCE AND ADMINISTRATION | | | |
| 5. | Dr. Rose Nassali Lukwago | Secretary JSC | U1S |
| 6. | Rebecca Namazzi | Personal Secretary | U4 |
| 7. | Ashaba Obey | Office Attendant | U8 |
| 8. | Kato Muhammed | Driver | U8 - Contract |
| 9. | Akurut Jane Margaret | Under Secretary | U1SE |
| 10. | Kayondo Juliet | Principal Assistant Secretary | U2 |
| 11. | Abunyang Felix William | Senior Accountant | U3 |
| 12. | Kyeyune Nixon | Senior Economist | U3 |
| 13. | Innocent Atwijukire | Senior Policy Analyst | U3 |
| 14. | Badru Kibuuka | Senior Procurement Officer | U3 |
| 15. | Akello Christine | Accountant | U4 |
| 16. | Nabulya Maria Theresa | Communication Officer | U4 |
| 17. | Nawire Grace Kibooli | Procurement Officer | U4 |
| 18. | Akampurira Ronah | Internal Auditor | U4 |
| 19. | Kuriigamba Geofrey | Information Technology Officer | U4 |
| 20. | Joseph Sekyanzi | Information Technology Officer | U4 |
| 21. | Nemwa Aliima | Accountant | U4 |
| 22. | Nalwooga Viola | Stenographer Secretary | U5 |

| S/N | Staff Member Name | Post/Title | Salary Scale |
|--|---------------------|--|--------------|
| 23. | Osujjo Moses Okiror | Assistant Inventory Management Officer | U5 |
| 24. | Sophia Namwanje | Assistant Inventory Management Officer | U5 |
| 25. | David Makosya | Assistant Office Supervisor | U5 |
| 26. | Atuhura Miriam | Office Typist | U7 |
| 27. | Nakajiri Rachel | Receptionist | U7 |
| 28. | Najjuma Joelia | Telephone Operator | U7 |
| 29. | Kotaki M. Joseph | Driver | U8 |
| 30. | Anguyo Denis | Driver | U8 |
| 31. | Kanyima Aaron | Driver | U8 |
| 32. | Oboth Dickens | Driver | U8 |
| 33. | Ebulu Nelson | Driver | U8 |
| 34. | Busuulwa Raymond | Driver | U8 |
| 35. | Denis Kazibwe | Driver | U8 |
| 36. | Gingiera Fred | Office Attendant | U8 |
| 37. | Sekina Farouk | Office Attendant | U8 |
| 38. | Elizabeth Akol | Office Attendant | U8 |
| 39. | Wabule Judith | Office Attendant | U8 |
| DEPARTMENT OF HUMAN RESOURCE MANAGEMENT | | | |
| S/N | Staff Member Name | Post/Title | Salary Scale |
| 40. | Dan Ndyamureeba | Assistant Commissioner HR | U1 |
| 41. | Amoding Jennifer | Principal Human Resource Officer | U2 |
| 42. | Ngabire Lydia | Principal Human Resource Officer | U2 |
| 43. | Nuwagaba Robert M | Senior Human Resource Officer | U3 |
| 44. | Amulen Naomi | Senior Human Resource Officer | U3 |
| 45. | Kaire Rebecca | Senior records Officer | U3 |
| 46. | Naggayi Margaret | Personal Secretary | U4 |
| 47. | Emitu Justine | Records Officer | U4 |
| 48. | Nabbosa Harriet | Assistant Records Officer | U5 |

| S/N | Staff Member Name | Post/Title | Salary Scale |
|--|--------------------------|-------------------------|--------------|
| 49. | Timongo Michael | Records Assistant | U6 |
| 50. | Mpangire Jackson | Office Attendant | U8 |
| 51. | Oluka David | Office Attendant | U8 |
| 52. | Kamusime Moreen | Office Attendant | U8 |
| DIRECTORATE OF LEGAL EDUCATION, PUBLIC AFFAIRS AND RESEARCH (LEPAR) | | | |
| DEPARTMENT OF LEGAL EDUCATION | | | |
| 53. | Semyano Faridah | Deputy Registrar | U1SE |
| 54. | Luleti Jonan | Principal Legal Officer | U2 |
| 55. | Akonga Ogwang Gloria | Senior Legal Officer | U3 |
| 56. | Nkamwesiga Lorna | Legal officer | U4 |
| 57. | Wandera David | Legal officer | U4 |
| 58. | Atukunda Lillian | Personal Secretary | U4 |
| 59. | Wogalo Abraham | Legal Clerk | U5 |
| 60. | Olaki Nicholas | Office Attendant | U8 |
| 61. | Kayemba Ronald | Driver | U8 |
| DEPARTMENT OF RESEARCH AND PUBLICATION | | | |
| 62. | Mugisa Samuel M. | Deputy Registrar | U1SE |
| 63. | Tuhairwe Herman | Principal Legal Officer | U2 |
| 64. | Twinomugisha Patience | Senior Legal officer | U3 |
| 65. | Nafula Alice Juma | Senior Legal officer | U3 |
| 66. | Alinda Patra | Legal officer | U4 |
| 67. | Kamuli Eric | Legal Clerk | U5 |
| 68. | Mwine Tom | Driver | U8 |
| 69. | Lenia Lorraine | Office Attendant | U8 |
| DIRECTORATE OF COMPLAINTS, INVESTIGATIONS AND DISCIPLINARY AFFAIRS (CIDA) | | | |
| 70. | Mwebembezi Julius | Registrar | U1SE |
| 71. | Nakalanzi Damalie | Personal Secretary | U4 |
| 72. | Paul Oumo | Driver | U8 |
| DEPARTMENT OF COMPLAINTS AND INVESTIGATIONS | | | |
| 73. | Ameo Jennifer Ogol | Principal Legal Officer | U2 |
| 74. | Nabbosa Sandra | Senior Legal officer | U3 |
| 75. | Mukera Denis | Legal officer | U4 |
| 76. | Timothy Nsereko | Legal officer | U4 |
| 77. | Aruho Joshua | Legal officer | U4 |

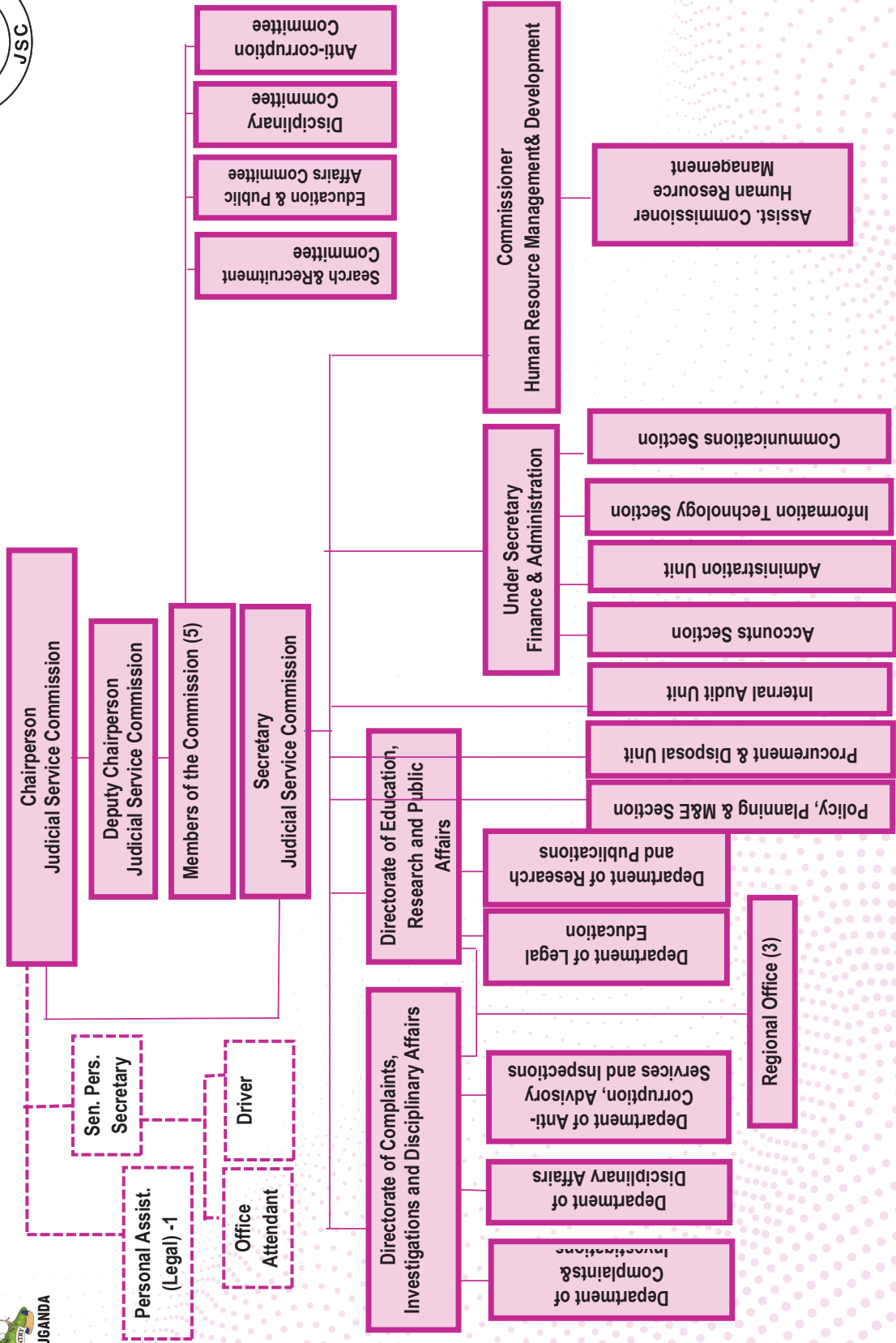
| S/N | Staff Member Name | Post/Title | Salary Scale |
|--|------------------------------|-------------------------|--------------|
| 78. | Uwizeye Kelly | Legal officer | U4 |
| 79. | Alice Aciro | Personal Secretary | U4 |
| 80. | Mawanda Martin | Legal Clerk | U5 |
| 81. | Zziwa Francis | Driver | U8 |
| DEPARTMENT OF DISCIPLINARY AFFAIRS | | | |
| 82. | Kamlega Akello Pamela | Deputy Registrar | U1SE |
| 83. | Mirembe Anita | Senior Legal Officer | U3 |
| 84. | Katungi Trevor Maani | Senior Legal Officer | U3 |
| 85. | Mirembe Isaac | Legal officer | U4 |
| 86. | Kamugisha Thomas | Legal Clerk | U5 |
| 87. | Makoha Godfrey | Legal Clerk | U5 |
| 88. | Nabukenya Harriet | Pool Stenographer | U6 |
| 89. | Adia Lewis Lennox | Office Attendant | U8 |
| 90. | Kanakulya Daniel Musasizi | Driver | U8 |
| DEPARTMENT OF ANTI-CORRUPTION, ADVISORY AND INSPECTIONS | | | |
| 91. | Geofrey Amooti Ntare | Deputy Registrar | U1SE |
| 92. | Ilado Regina | Principal Legal Officer | U2 |
| 93. | Naula Hajira | Senior Legal Officer | U3 |
| 94. | Nduggwa Ivan | Legal officer | U4 |
| 95. | Asitolo Kizayo Agnes | Legal officer | U4 |
| S/N | Staff Member Name | Post/Title | Salary Scale |
| 96. | Kamaranzi Evelyn | Legal Clerk | U5 |
| 97. | Nandase Justine | Pool Stenographer | U6 |
| 98. | Nabutiti Alice | Office Attendant | U8 |
| REGIONAL OFFICES | | | |
| MASAKA REGIONAL OFFICE | | | |
| 99. | Gumisiriza Didas | Office Attendant | U8 |
| MBARARA REGIONAL OFFICE | | | |
| 100. | Ampaire Agnes | Legal officer | U4 |
| 101. | Tumwebaze Bernard | Records Assistant | U6 |
| MOROTO REGIONAL OFFICE | | | |
| 102. | Omoding Gilbert | Office Attendant | U8 |



THE REPUBLIC OF UGANDA



ANNEX 2: ORGANOGAM FOR THE JUDICIAL SERVICE COMMISSION (JSC)



Annex 4: List of Judicial Officers Appointed in FY 2024/25

The Deputy Chief Justice

| No | Name |
|----|--------------------------------|
| 1 | Hon. Justice Dr. Flavian ZEIJA |

Justices of the Supreme Court

| No | Name |
|----|---|
| 1 | Hon. Justice Kibeedi Muzamiru MUTANGULA |

Justice of the Court of Appeal

| No | Name |
|----|---|
| 1. | Hon. Justice SSEKAANA Musa |
| 2. | Hon. Lady Justice Sabiiti Cornelia KAKOOZA |
| 3. | Hon. Lady Justice Stella ALIBATEESE |
| 4. | Hon. Lady Justice Florence NAKACHWA |
| 5. | Hon. Justice Byaruhanga Jesse RUGYEMA |
| 6. | Hon. Justice MUSISI John Mike |
| 7. | Hon. Lady Justice Ketrah Kitariisibwa KATUNGUKA |
| 8. | Hon. Lady Justice Esta NAMBAYO |

Judges of the High Court

| SN | NAME |
|-----|---|
| 1. | Hon. Lady Justice IKIT Mary |
| 2. | Hon. Justice Dr. SINGIZA Karekona Douglas |
| 3. | Hon. Lady Justice Nassuna Flavia MATOVU |
| 4. | Hon. Justice EMOKOR Samuel |
| 5. | Hon. Justice NAMANYA Bernard |
| 6. | Hon. Lady Justice Patricia Kahigi ASIIMWE |
| 7. | Hon. Lady Justice KANYANGE Susan |
| 8. | Hon. Justice Ocaya Thomas OJELE RUBANGA |
| 9. | Hon. Justice OKELLO George |
| 10. | Hon. Lady Justice Christine KAAHWA |
| 11. | Hon. Lady Justice Patricia MUTESI |
| 12. | Hon. Lady Justice MAGALA Harriet Grace |

| SN | NAME |
|-----|--|
| 13. | Hon. Justice ACELLAM Collins |
| 14. | Hon. Lady Justice NAGAWA Celia |
| 15. | Hon. Justice Nshimye Allan Paul MBABAZI |
| 16. | Lady Justice BUKIRWA Faridah Shamilah |
| 17. | Hon. Lady Justice Langa Sarah SIU |
| 18. | Hon. Lady Justice Bareebe Rosemary NGABIRANO |
| 19. | Hon. Lady Justice BABIRYE Mary |
| 20. | Hon. Lady Justice Lillian ALUM OMARA |
| 21. | Hon. Justice Charles KASIBAYO |
| 22. | Hon. Lady Justice KISAKYE Mary KAITESI |
| 23. | Hon. Lady Justice Susan ODONGO |
| 24. | Hon. Justice Karoli Lwanga Ssemogerere |
| 25. | Hon. Lady Justice Joanita Gertrude BUSHARA |
| 26. | Hon. Justice Simon Peter KINOBE MUTEGEKI |
| 27. | Hon. Justice Vincent OPYENE |
| 28. | Hon. Lady Justice Sarah BIRUNGI KALIBBALA |
| 29. | Hon. Justice Isaac TEKO Bonny |
| 30. | Hon. Lady Justice Deepa VERMA |
| 31. | Hon. Lady Justice Flavia Grace LAMUNO |
| 32. | Hon. Lady Justice Fatuma NANZIRI BWANIKA |
| 33. | Hon. Justice KWEMARA KAFUUZI Gelase |
| 34. | Hon. Justice Godfrey HIMBAZA |
| 35. | Hon. Justice Andrew KHAUKHA |
| 36. | Hon. Lady Justice Dr Ginamia Melody NGWATU |
| 37. | Hon. Lady Justice Ida NAKIGANDA |

The Head Judge of the Industrial Court

| No | Name |
|----|--------------------------------------|
| 1 | Hon. Linda Lillian TUMUSIIME MUGISHA |

Judge of the Industrial Court

| No | Name |
|----|-------------------------------------|
| 1 | Hon. WABWIRE MUSANA Anthony Patrick |

Assistant Registrar

| SN | NAME | SEX |
|----|------------------|------|
| 1. | Patrick TALISUNA | Male |

Chief Magistrate

| S/N | NAME | SEX | BACKGROUND |
|-----|---------------------------|--------|---|
| 1. | HW OJOK Tonny Obonyo | Male | Senior Principal Magistrate Grade One |
| 2. | HW OKWONG Stella Paculal | Female | Senior Principal Magistrate Grade One |
| 3. | HW ASIIMWE Abert | Male | Senior Principal Magistrate Grade One |
| 4. | HW NASSOZI Rehema Ssebowa | Female | Senior Principal Magistrate Grade One |
| 5. | HW NAMBATYA Irene | Female | Senior Principal Magistrate Grade One |
| 6. | HW LUMUNYE Timothy | Male | Senior Principal Magistrate Grade One |
| 7. | HW KIRYA Martins | Male | Senior Principal Magistrate Grade One |
| 8. | HW LONGOLI Matthew | Male | Magistrate Grade 1 |
| 9. | HW GIMUGU Kabiri Kenneth | Male | Magistrate Grade 1 |
| 10. | HW BIRUNGI Phionah | Female | Magistrate Grade 1 |
| 11. | MR. KWESIGA Joseph | Male | Acting Legal Manager, National Forestry Authority |
| 12. | MS. NDAGIRE Patricia | Female | Manager Prosecution, Uganda Revenue Authority |

Senior Principal Magistrate Grade One

| S/N | NAME | SEX | BACKGROUND |
|-----|------------------------------|--------|---------------------------|
| 1. | HW NSOBYA Ronald Kamya | Male | Principal Magistrate I |
| 2. | HW NAMBOZO Sanula | Female | Principal Magistrate I |
| 3. | HW AISU Nicholas | Male | Principal Magistrate I |
| 4. | HW JATIKO Winnie Nankya | Female | Principal Magistrate I |
| 5. | HW KHAUKHA Paul | Male | Senior Magistrate Grade 1 |
| 6. | HW WATYEKERE George Wakubona | Male | Magistrate Grade 1 |
| 7. | HW BASAJABALA-BA Jalia | Female | Magistrate Grade 1 |

Principal Magistrate Grade One

| S/N | NAME | SEX | BACKGROUND |
|-----|----------------------------|--------|---------------------------|
| 1. | HW KASULE Sumaya Rutahwire | Female | Senior Magistrate Grade 1 |
| 2. | HW TURIBAMWE Christine | Female | Senior Magistrate Grade 1 |
| 3. | HW TIYO Jonathan | Male | Magistrate Grade 1 |
| 4. | HW AKELLO Irene | Female | Magistrate Grade 1 |

Senior Magistrate Grade One

| S/N | NAME | SEX | BACKGROUND |
|-----|-------------------------------|--------|--------------------|
| 1. | HW KARAMAGI Pamela May | Female | Magistrate Grade 1 |
| 2. | MR. OSILLO OKOTH Jacob Israel | Male | Managing Partner |

Magistrate Grade one

| S/M | NAME | SEX |
|-----|--------------------------|--------|
| 1. | NASSALI Joanita | Female |
| 2. | ATOO Patricia Dollica | Female |
| 3. | NAMUYAGA Enid | Female |
| 4. | NAKYEYUNE Joweria | Female |
| 5. | NAKKAZI Juliet Ruth | Female |
| 6. | MUWANGA Isaac Ernest | Male |
| 7. | MUJUNI Januario | Male |
| 8. | MUGISA Patrick | Male |
| 9. | ATUHAIRE Precious Namara | Female |
| 10. | NATURINDA Ritah | Female |
| 11. | SSEBANDEKE Ronald | Male |
| 12. | MUGISA Basaija | Male |
| 13. | NAGOOLI Annah | Female |
| 14. | NANDUTU Judith | Female |
| 15. | MWESIGWA Wycliffe | Male |
| 16. | AMUDO Angella | Female |
| 17. | KAYANJA Smith | Male |
| 18. | APICA Rebecca | Female |
| 19. | NASASIRA Sheeba | Female |
| 20. | ATUKUNDA Joan Maani | Female |

| S/M | NAME | SEX |
|-----|--------------------------|--------|
| 21. | SSEMUKUTU John | Male |
| 22. | ARIOKOT Proscovia | Female |
| 23. | CHANDIRU Milly | Female |
| 24. | MUGAMBE Abubaker | Male |
| 25. | MWESIGYE Ronald | Male |
| 26. | KEMBABAZI Vastine | Female |
| 27. | ONGWEN John Timothy | Male |
| 28. | OPOLOT Simon | Male |
| 29. | OKELLO Boniface | Male |
| 30. | NAMASEMBE Specioza | Female |
| 31. | AKETO Barbra | Female |
| 32. | KABWANA Derrick | Male |
| 33. | NAMAJEJE Hildah | Female |
| 34. | KIIRYA Emmanuel | Male |
| 35. | SSEMPAGALA Hakeem | Male |
| 36. | OPIO Charles Kangira | Male |
| 37. | OKORI Joan | Female |
| 38. | NYAFWONO Doreen Patricia | Female |
| 39. | OFUMBI Enoch Opong | Male |
| 40. | SITUMA Kenneth Michael | Male |

Annex 5: List of Administrative and Other Staff of the Judiciary Appointed in FY 2024/25

| S/N | NAME | POST | Former Position/ Background |
|-----|-----------------------|---|---------------------------------------|
| 1. | KASOZI DEO | Assistant Commissioner, Procurement and Disposal | Principal Procurement Officer |
| 2. | OWAMAZIMA Justus | Principal Accountant | Senior Accountant |
| 3. | NAKANYIKE Flavia | Principal Personal Secretary | senior personal secretary |
| 4. | KACHERO Benjamin | Senior Economist | Economist |
| 5. | MUTEBI Robert | Senior Information Officer and Communications Officer | Information and Communication Officer |
| 6. | NASSAZI Zakia Kakooza | Senior Records Officer | RECORDS OFFICER |
| 7. | ASHABA Ruth | Senior Communications Officer | Communication Officer |

| | | | |
|-----|----------------------------|-----------------------|---------------------------------|
| 8. | Okwalinga Micheal Peter | Senior Accountant | Account -transfer in service |
| 9. | BAMYA Alex | Senior Accountant | Accountant |
| 10. | ATUKUNDA Dorah | Economist | Local Contract |
| 11. | WANIALA Andrew Benjamin | Economist | Local Contract |
| 12. | NTABADDE Nuruh | Economist | Local Contract |
| 13. | OBAI Julius | Accountant | Senior Assistant Accountant |
| 14. | TUMUSHABE Salama | Internal Auditor | Local Contract |
| 15. | AKONG Irene Comfort | Statistician | Local Contract |
| 16. | NAAVA Beatrice | Statistician | Local Contract |
| 17. | NAMULI Amina Meena | Statistician | Local Contract |
| 18. | NANSUBUGA Jacent | Statistician | Local Contract |
| 19. | ATURINDA Bridget | Statistician | Office Attendant |
| 20. | OLWO Tonny | Systems Administrator | Data Entry Clerk |
| 21. | AKANYO Patricia | Systems Administrator | Data Entry Clerk |
| 22. | MUWONGE Imam | Systems Administrator | Data Entry Clerk |
| 23. | KINKUMU Micheal | Systems Administrator | Data Entry Clerk |
| 24. | SENDAGIRE Joseph | Systems Administrator | Computer Oper- ator |
| 25. | ANICHAN Middy Mary | Systems Administrator | Local Contract |
| 26. | HONESTY Peterson | Systems Administrator | Local Contract |
| 27. | ACHANIT Daphine | Systems Administrator | Local Contract |
| 28. | BWAMBALE Josart | Systems Administrator | Local Contract |
| 29. | KANSIIME Desire | Systems Administrator | Local Contract |
| 30. | KIMERA Tonny | Systems Administrator | Local Contract |
| 31. | NAMUGULA Nahiya | Systems Administrator | Local Contract |
| 32. | KASASA Pius | Systems Administrator | Local Contract |
| 33. | MUKODA Brenda | Systems Administrator | Local Contract |
| 34. | KYAGERA Sulaiman | Systems Administrator | Local Contract |
| 35. | KATO Elisha | Systems Administrator | Local Contract |
| 36. | MUNYANGEYOAlfonce | Systems Administrator | Local Contract |
| 37. | KIGONGO Joseph Ssemanda | Systems Administrator | Local Contract |
| 38. | OWEMBABAZI Gift | Systems Administrator | Local Contract |
| 39. | NASUUNA Nsubuga Hamidah | Systems Administrator | Local Contract |

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|-----|----------------------------|------------------------|--------------------------------|
| 40. | SSAGALA Paul | Systems Administrator | Local Contract |
| 41. | OLONG Belmos | Systems Administrator | Local Contract |
| 42. | ZZIWA Martin | Systems Administrator | Local Contract |
| 43. | NZAYISENGA Nicholas | Systems Administrator | Local Contract |
| 44. | WANDYEMBE Aaron | Systems Administrator | Local Contract |
| 45. | SSENDEGE Ivan | Systems Administrator | Local Contract |
| 46. | NAWANKAMBO Allen | Human Resource Officer | Training Officer-Redesignation |
| 47. | ATUHAIRE Brendah | Human Resource Officer | Local Contract |
| 48. | NAKANJAKO Susan | Librarian | Library Assistant |
| 49. | KUTEESA Deborah Namazzi | Librarian | Assistant Librarian |
| 50. | LWAZZE Dasan | Librarian | Assistant Librarian |
| 51. | BUGOOSI Alice | Librarian | Office Attendant |
| 52. | AJANGOLE Patricia | Librarian | Local Contract |
| 53. | KIHEMBO Anna Alison | Records Officer | Records Assistant |
| 54. | OKELLO Robin | Personal Secretary | Stenographer Secretary |
| 55. | AMESO Christine | Personal Secretary | Stenographer Secretary |
| 56. | BUTESI Peninah | Personal Secretary | Stenographer Secretary |
| 57. | ASINGWIRE Asia | Personal Secretary | Stenographer Secretary |
| 58. | KAZIBWE Latifah | Personal Secretary | Local Contract |
| 59. | NAMUYOMBA Esther | Personal Secretary | Local Contract |
| 60. | ACHALOI Judith | Office Supervisor | Local Contract |
| 61. | NAMIREMBE Sharon | Office Supervisor | Local Contract |
| 62. | MANYALI Ivan Buke | Office Supervisor | Local Contract |
| 63. | TWESIGYE Tony | Office Supervisor | Local Contract |
| 64. | ATYANG Faith Norah | Office Supervisor | records assistant |
| 65. | ELABU Tonny | Office Supervisor | process server |
| 66. | ATUKWATSIZI Milcah | Office Supervisor | Office Attendant |
| 67. | OGWANG Paulino | Office Supervisor | Records Assistant GraDE 1 |
| 68. | ILAKU Proscovia | Office Supervisor | Records Assistant GraDE 1 |

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|-----|--------------------------|---------------------------------|--|
| 69. | KOBUSINGYE Deborah | Client Service Officer | Office Attendant |
| 70. | KOBUSINGYE Evas | Client Service Officer | Local Contract |
| 71. | NAGGAYI Imelda | Client Service Officer | Clerical Officer |
| 72. | SENABULYA Robert | Assistant Systems Administrator | Clerical Officer |
| 73. | WOLIMBWA Andrew | Assistant Systems Administrator | Clerical Officer |
| 74. | AOJA Rose | Assistant Systems Administrator | Assistant Computer Operator -Redesignation |
| 75. | OKANYA Marvin Michael | Assistant Systems Administrator | Data Entry Clerk - Redesignation |
| 76. | VICTORIA Anderson | Assistant Systems Administrator | Local Contract |
| 77. | MULINDA Musa | Assistant Systems Administrator | Local Contract |
| 78. | NAKIBOGWE Phiona | Assistant Systems Administrator | Local Contract |
| 79. | AKAHURIRA Catherine | Assistant Systems Administrator | Local Contract |
| 80. | MBABAZI Diana | Assistant Systems Administrator | Local Contract |
| 81. | ABAINÉ Titus | Assistant Systems Administrator | Local Contract |
| 82. | NAKAZIBA Daphine | Assistant Systems Administrator | Local Contract |
| 83. | AJWANG Florence Loy | Stenographer Secretary | Office Typist |
| 84. | NAMUSOKE Juliet | Stenographer Secretary | Office Typist |
| 85. | NASSIWA Noelina | Stenographer Secretary | Office Typist |
| 86. | NAKITENDE Zeridah | Stenographer Secretary | Pool Stenographer |
| 87. | CHERUKUT Patricia | Stenographer Secretary | Office Typist |
| 88. | KUSIIMA Violet Harriet | Stenographer Secretary | Pool Stenographer |
| 89. | AYAA Susan Safira | Stenographer Secretary | pool stenographer |
| 90. | NABUDUWA Sylvia | Stenographer Secretary | pool stenographer |

| | | | |
|------|-------------------------------------|-------------------------|------------------|
| 91. | ACIPA Gertrude | Stenographer Secretary | office Typist |
| 92. | ALWATO Everline | Stenographer Secretary | office Typist |
| 93. | KIMONO Rebecca | Stenographer Secretary | office Typist |
| 94. | NAMUKULWA Rebecca | Stenographer Secretary | Office Attendant |
| 95. | KEMBAMBAZI Angellah | Stenographer Secretary | Local Contract |
| 96. | BAAKO Amana | Stenographer Secretary | Local Contract |
| 97. | NAKACWA Felista | Stenographer Secretary | Local Contract |
| 98. | MAGANJA Naome | Court Clerk/Interpreter | Clerical Officer |
| 99. | SEBIDE Yakoub | Court Clerk/Interpreter | Clerical Officer |
| 100. | CHEMUTAI Jackline | Court Clerk/Interpreter | Clerical Officer |
| 101. | OBOOTH Valentine Minyuka Jadwong | Court Clerk/Interpreter | Clerical Officer |
| 102. | NUWAGABA Judith | Court Clerk/Interpreter | process server |
| 103. | NAKATO Naks Anny | Court Clerk/Interpreter | process server |
| 104. | KOJJO Noah | Court Clerk/Interpreter | process server |
| 105. | NAMALE Phiona | Court Clerk/Interpreter | process server |
| 106. | MWIKALI Rose Talava | Court Clerk/Interpreter | process server |
| 107. | NEUMBE Kamia | Court Clerk/Interpreter | process server |
| 108. | MISANYA Justine | Court Clerk/Interpreter | process server |
| 109. | EBURAT Solomon | Court Clerk/Interpreter | process server |
| 110. | KATUSIIME Agatha | Court Clerk/Interpreter | Office Attendant |
| 111. | AHIMBISIBWE Gift | Court Clerk/Interpreter | Office Attendant |
| 112. | BULUNGU Aliyi | Court Clerk/Interpreter | Office Attendant |
| 113. | KITONTO Joel | Court Clerk/Interpreter | Office Attendant |
| 114. | NAMIREMBE Sandra | Court Clerk/Interpreter | Office Attendant |
| 115. | KIGANDA Matiya Mujumba | Court Clerk/Interpreter | Office Attendant |
| 116. | KULUME Stella Merab | Court Clerk/Interpreter | Office Attendant |
| 117. | NANYONGA Vennah Muyanja | Court Clerk/Interpreter | Office Attendant |
| 118. | NALYAZI Madina | Court Clerk/Interpreter | Parish Chief |

| | | | |
|------|------------------------|-------------------------|--|
| 119. | JATHONEN Valentine | Court Clerk/Interpreter | Law Enforcement Officer, Nebbi Municipal Council |
| 120. | OKOT Bernard | Court Clerk/Interpreter | Law Enforcement Officer, Nebbi Municipal Council |
| 121. | ODUBA Dorcus | Court Clerk/Interpreter | Law Enforcement Officer, Nebbi Municipal Council |
| 122. | KYAMBADDE Yowabu | Court Clerk/Interpreter | Law Enforcement Assistant, Nansana Municipal LG |
| 123. | NTEREIRE Comfort | Court Clerk/Interpreter | Law Enforcement Assistant, Ibanda DLG |
| 124. | MUNGUNGEYO Debra Muswa | Court Clerk/Interpreter | Assistant Law Enforcement Officer, Nebbi Municipal Council |
| 125. | KYOKUNDA Violah | Court Clerk/Interpreter | Assistant Law Enforcement Officer, Sheema DLG |
| 126. | ODWE Andrew | Court Clerk/Interpreter | Lance Corpol |
| 127. | TUYISABE Racheal | Court Clerk/Interpreter | Local Contract |
| 128. | MUJUNWE Nicodemus | Court Clerk/Interpreter | Local Contract |
| 129. | EDINAN Musitafa | Court Clerk/Interpreter | Local Contract |
| 130. | MUKITE Jacinta | Court Clerk/Interpreter | Local Contract |
| 131. | UWIMANA Bob | Court Clerk/Interpreter | Local Contract |
| 132. | MANDU Miriam | Court Clerk/Interpreter | Local Contract |
| 133. | KABUGHO Rozetti | Court Clerk/Interpreter | Local Contract |
| 134. | NDUNGUTSE Godson | Court Clerk/Interpreter | Local Contract |
| 135. | ALUNGAT Hellen | Court Clerk/Interpreter | probation |
| 136. | TABARUKA Penlope | Court Clerk/Interpreter | probation |
| 137. | SSEKUBULWA Peter | Court Clerk/Interpreter | probation |
| 138. | BWAMBALE Ronald | Court Clerk/Interpreter | probation |
| 139. | EBETU Badi | Court Clerk/Interpreter | probation |
| 140. | BWAMBALE Donus | Court Clerk/Interpreter | probation |

| | | | |
|------|------------------------------|-------------------------|-----------|
| 141. | LUKWAGO Bernard | Court Clerk/Interpreter | probation |
| 142. | MUSENE Issah Kanunu | Court Clerk/Interpreter | probation |
| 143. | SABAKAKI Lillian | Court Clerk/Interpreter | probation |
| 144. | MWASE Augustine | Court Clerk/Interpreter | probation |
| 145. | KARUHANGA Emmanuel Kyamatuku | Court Clerk/Interpreter | probation |
| 146. | SALEKWA Titus | Court Clerk/Interpreter | probation |
| 147. | NAKIWALA Zamaladi | Court Clerk/Interpreter | probation |
| 148. | ALUM Kadija Mohammed | Court Clerk/Interpreter | probation |
| 149. | AKISA Angella | Court Clerk/Interpreter | probation |
| 150. | MPYANGU Dunstane Ivan | Court Clerk/Interpreter | probation |
| 151. | NAKITENDE Juliet | Court Clerk/Interpreter | probation |
| 152. | MUSINGUZI Jotham | Court Clerk/Interpreter | probation |
| 153. | MUSABE Jockim | Court Clerk/Interpreter | probation |
| 154. | OSAKO Nicholas | Court Clerk/Interpreter | probation |
| 155. | NYAKOOJO Justin | Court Clerk/Interpreter | probation |
| 156. | CHELANGAT Naomi | Court Clerk/Interpreter | probation |
| 157. | NANSUBUGA Salaama | Court Clerk/Interpreter | probation |
| 158. | ISABIRYE Ronald Brian | Court Clerk/Interpreter | probation |
| 159. | MIREMBE Deborah | Court Clerk/Interpreter | probation |
| 160. | WANDERA Kevin | Court Clerk/Interpreter | probation |
| 161. | APIO Lydia | Court Clerk/Interpreter | probation |
| 162. | NAMIRIMU Sarah | Court Clerk/Interpreter | probation |
| 163. | ARINAITWE Antony | Court Clerk/Interpreter | probation |
| 164. | VUKONI Stephen | Court Clerk/Interpreter | probation |
| 165. | ARINDASHirlen | Court Clerk/Interpreter | probation |
| 166. | ILAKUT Emmanuel | Court Clerk/Interpreter | probation |
| 167. | NAMUGEKA Sarah | Court Clerk/Interpreter | probation |
| 168. | OGWAL Emmanuel | Court Clerk/Interpreter | probation |
| 169. | NANYANZI Shubaihah | Court Clerk/Interpreter | probation |
| 170. | MULINDA Abu | Court Clerk/Interpreter | probation |
| 171. | WANAMBWA Dison | Court Clerk/Interpreter | probation |
| 172. | NANTUYO Fatumah | Court Clerk/Interpreter | probation |
| 173. | KITUTU Ernest | Court Clerk/Interpreter | probation |
| 174. | ALYANO Betty | Court Clerk/Interpreter | probation |
| 175. | WAKWALE Ben | Court Clerk/Interpreter | probation |

| | | | |
|------|----------------------------|-------------------------|------------------------------------|
| 176. | ANKUNDA Peron | Court Clerk/Interpreter | probation |
| 177. | ANYANZO Emmanuel | Court Clerk/Interpreter | probation |
| 178. | AYITE Jane | Court Clerk/Interpreter | probation |
| 179. | AWERI Arnold | Court Clerk/Interpreter | probation |
| 180. | NAKABUYE Brenda | Court Clerk/Interpreter | probation |
| 181. | OKOT Phillips | Court Clerk/Interpreter | probation |
| 182. | ORYONO Muhammed | Court Clerk/Interpreter | probation |
| 183. | MANASHE Doreen Jackline | Court Clerk/Interpreter | probation |
| 184. | BATALE Ashiraf | Court Clerk/Interpreter | probation |
| 185. | AWORI Maxencia | Court Clerk/Interpreter | probation |
| 186. | KISA Benjamin | Court Clerk/Interpreter | probation |
| 187. | WILEMBE Sandrah | Court Clerk/Interpreter | probation |
| 188. | BIIRA Bridget | Court Clerk/Interpreter | probation |
| 189. | BALUKU Kabughu Asanasio | Court Clerk/Interpreter | probation |
| 190. | NASASIIRA Daphine | Court Clerk/Interpreter | probation |
| 191. | OMALLA Simon Peter | Court Clerk/Interpreter | probation |
| 192. | OKELLO Isaac Honorat | Court Clerk/Interpreter | probation |
| 193. | OKIRIA John William | Court Clerk/Interpreter | probation |
| 194. | KAGODA Samuel | Court Clerk/Interpreter | probation |
| 195. | BAGUMA Angella | Court Clerk/Interpreter | probation |
| 196. | KAMULI Barbrah | Court Clerk/Interpreter | probation |
| 197. | NATUMANYA John | Court Clerk/Interpreter | probation |
| 198. | NATAMBA Darius | Court Clerk/Interpreter | probation |
| 199. | OMIJI Cyprian | Court Clerk/Interpreter | probation |
| 200. | KASANGAKI Patrick | Court Clerk/Interpreter | probation |
| 201. | KABAHUMA Margret | Court Clerk/Interpreter | probation |
| 202. | ANGUSO David | Assistant Accountant | Records Assistant |
| 203. | MENYA Akol John Brown | Assistant Accountant | Accounts assistant –Re-designation |
| 204. | AMPAIRE Ritah | Assistant Accountant | accounts assistant |
| 205. | MUHIMBISE Grace | Assistant Accountant | accounts assistant |
| 206. | AKANKWASA Ronald | Assistant Accountant | accounts assistant |
| 207. | TUMWINE Alex | Assistant Accountant | accounts assistant |
| 208. | ARINAITWE Elizabeth | Assistant Accountant | Office Attendant |
| 209. | SAPERA Scovia | Assistant Accountant | Office Attendant |
| 210. | NAMBUUSI Sharon | Assistant Accountant | Office Attendant |
| 211. | NANGIRA Jacqueline | Assistant Accountant | Office Attendant |

| | | | |
|------|---------------------------|---------------------------|--------------------------------------|
| 212. | NANTABA Josephine | Assistant Accountant | Office Attendant |
| 213. | AMANYA Daphine | Assistant Accountant | Office Attendant |
| 214. | OYURU Denis | Assistant Accountant | process server |
| 215. | KIMONO Immaculate | Assistant Accountant | Local Contract |
| 216. | LUBWAMA Yasiini | Assistant Accountant | Local Contract |
| 217. | OKELLO Tom | Assistant Accountant | Local Contract |
| 218. | NAMATA Sarah | Assistant Accountant | Local Contract |
| 219. | NYAGO Fred | Assistant Accountant | Local Contract |
| 220. | NSAMBA Lilian | Assistant Accountant | Local Contract |
| 221. | OYELLA Mahala Ogwang | Assistant Accountant | Local Contract |
| 222. | MERE Saleh | Assistant Accountant | Local Contract |
| 223. | KONGAI Sarah Lilian | Assistant Accountant | Local Contract |
| 224. | MWIRUWABO Asaba | Assistant Accountant | Local Contract |
| 225. | BASISA Jovia | Assistant Accountant | Local Contract |
| 226. | KIBULA Miria | Assistant Accountant | Local Contract |
| 227. | IKILAI Bernadette | Assistant Records Officer | Records Assistant |
| 228. | NAMUJUMBI Tracey Grace | Assistant Records Officer | Records Assistant |
| 229. | LUYIGA Margaret | Assistant Records Officer | Records Assistant |
| 230. | MUSUMBA Hellen | Assistant Records Officer | Records Assistant |
| 231. | NDYAMUBA Charles | Assistant Records Officer | Records Assistant |
| 232. | GIZAMBA Medi | Assistant Records Officer | Records Assistant |
| 233. | OUMO Anthony Felix | Assistant Records Officer | Records Assistant |
| 234. | ARACH Linder | Assistant Records Officer | Records Assistant |
| 235. | NAMIYA Irene Allen | Assistant Records Officer | Records Assistant |
| 236. | NYAMAHUNGE Jackline | Assistant Records Officer | Records Assistant |
| 237. | KALEMERA Godfrey | Assistant Records Officer | Records Assistant |
| 238. | NAMUWENGE Tabitha | Assistant Records Officer | Office Typist |
| 239. | ALEPER Henry Francis | Process Server | Office Attendant – Re-designation |
| 240. | WATHUM Alex Mackey | Process Server | Office Attendant – Re-designation |
| 241. | OWERA Boniface | Office Attendant | Askari –Re-designation |