



# JUDICIAL SERVICE COMMISSION

Annual Report



**FY 2023/2024**



# MEMBERS OF THE 6<sup>TH</sup> JUDICIAL SERVICE COMMISSION



Hon. Justice Benjamin I. Kabiito,  
Chairperson



Hon. Lady Justice Faith Kalikwani Mwendha  
Deputy Chairperson



Hon. Kiryowa Kiwanuka  
Attorney General



Hon. Lady Justice Elizabeth Musoke  
Member



Mr. Johnson Bitarabeho  
Member



Mr. Jimmy Okello  
Member



Hajji. Badru Lubega Wagwa  
Member



Ms. Ruth Sebatindira, SC  
Member



Mrs. Norah Matovu Muwanga  
Member



Dr. Rose Nassali Lukwago  
Permanent Secretary/Secretary JSC



## FOREWORD

I am pleased to present the Judicial Service Commission's Annual Performance Report for the Financial Year 2023/24, outlining our achievements, challenges, and ongoing efforts to fulfil our constitutional mandate, as set out in Chapter 8 of the Constitution.

During the financial year, 2023/24, the Commission successfully filled 127 judicial positions, alongside 413 administrative and other judiciary staff positions. We also confirmed 164 judicial officers in substantive capacity, strengthening the judiciary's ability to deliver justice effectively.

Through our disciplinary role, we concluded 110 cases, resulting in necessary actions, including the suspension of two judicial officers and the retirement of one in public interest. These actions underscore our commitment to maintaining integrity within the judiciary. Additionally, our court inspections aimed to combat corruption and uphold the integrity of judicial processes across Uganda.

Public legal education remained a priority, with programs delivered countrywide through radio talks, media engagements, workshops and barazas to enhance public awareness of legal rights and the justice system.

I extend my appreciation to H.E. the President of the Republic of Uganda, the Chief Justice, the Minister of Justice and Constitutional Affairs, the Attorney General, the Access to Justice (JLOS), and other supporting institutions for their invaluable contributions over the year. I also recognize the Deputy Chairperson, Commission Members, the Permanent Secretary, and our technical staff for their unwavering dedication to advancing justice for all Ugandans.

For God and My Country

A handwritten signature in black ink, appearing to read 'Benjamin I. Kabiito'.

**Hon. Justice Benjamin I. Kabiito**



*Swearing in ceremony of Lady Justice Elizabeth Musoke as Member of the Judicial Service Commission*



*Newly appointed High Court Judges after being vetted by Parliament*



*Chairperson JSC addressing law students on career advancement at the Law Development Centre in Kampala*

# TABLE OF CONTENTS

<b>MEMBERS OF THE 6<sup>TH</sup> JUDICIAL SERVICE COMMISSION</b>	<b>i</b>
<b>MEMBERS OF THE 6<sup>TH</sup> JUDICIAL SERVICE COMMISSION</b>	<b>i</b>
<b>FOREWORD</b>	<b>ii</b>
<b>LIST OF TABLES</b>	<b>vi</b>
<b>LIST OF ACRONYMS</b>	<b>vii</b>
<b>EXECUTIVE SUMMARY</b>	<b>viii</b>
<b>CHAPTER ONE</b>	<b>1</b>
1.0 INTRODUCTION	2
1.1 STRATEGIC DIRECTION	3
1.1.1 VISION	3
1.1.2 MISSION	3
1.1.3 CORE VALUE	3
1.1.4 STRATEGIC OBJECTIVES	3
1.2 COMPOSITION AND STRUCTURE OF THE COMMISSION	3
1.2.1 Membership of the Commission	3
1.2.2 Secretary to the Judicial Service Commission	4
1.2.3 Committees of the Commission	4
1.2.3.1 Disciplinary Committee	4
1.2.3.2 Search and Recruitment Committee	4
1.2.3.3 Legal Education, Public Affairs and Research Committee	5
1.2.3.4 Anti-Corruption Committee	5
1.2.4 The Commission Secretariat	6
1.2.4.1 The Directorate of Legal Education, Public Affairs and Research (LEPAR)	6
1.2.4.2 The Directorate of Complaints, Investigation and Disciplinary Affairs (CIDA)	6
1.2.4.3 The Department of Finance and Administration (F&A)	7

12.4.4	Department of Human Resource Management (HRM)	7
1.2.4.5	Technical Management Committees	8
1.2.5	Staff of the Commission	8
	Promotions	9
<b>CHAPTER TWO</b>		<b>12</b>
2.1	Financial Performance for FY 2023/2024	14
2.2	Access to Justice (JLOS SWAP)	15
2.3	Physical performance of the Commission during the Financial Year 2023/24	15
2.3.1	Recruitment of Judicial Officers	15
2.3.2	Recruitment of administrative and other staff of the Judiciary Service	17
2.3.3	Complaints and investigations	18
2.3.4	Disciplinary Affairs	19
2.3.5	Public Legal Education	20
2.3.6	Research	20
2.3.7	ANTI-CORRUPTION INITIATIVES	28
2.3.8	Validation of Administrative and other staff of the Judiciary Service	29
<b>CHAPTER THREE</b>		<b>36</b>
3.1	PLANNED ACTIVITIES FOR FINANCIAL YEAR 2024/25	36
4.1	CHALLENGES	44
4.2	Recommendations to Address the Challenges	44
	Annex A: Financial Performance for FY 2023/2024 under JLOS SWAP	46
	Annex 1: JSC staff list as at 30th June, 2024	48
	ANNEX 2: ORGANOGRAM FOR THE JUDICIAL SERVICE COMMISSION (JSC)	52
	Annex 4: List of Judicial Officers Appointed in FY 2023/24	53

## LIST OF TABLES

Table 1: Promotions	14
Table 2: Transfers to the Commission	14
Table 3: Transfers from the Commission	15
Table 4: Officers who left the Commission service for other reasons include:	15
Table 5: Funds Appropriated, Released and spent under GoU	17
Table 6: Summary of Recruitment of Judicial Officers	21
Table 7: Summary of Administrative and other staff of Judiciary Cadre	23
Table 8: Summary of Administrative and Other Staff of Judiciary Service Confirmed in service	23
Table 9: Number of cases handled by the Disciplinary Committee (DC)	27
Table 10: Complaints concluded by the Commission	27
Table 11: Summary of GoU budget for FY 2024/2025	54



## 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 Annual Performance Report has been compiled to inform our stakeholders about the Commission's achievements in the financial year 2023/2024. This report is structured into four chapters including introduction; performance for FY 2024/25; planned activities for FY 204/25; and Challenges and Recommendations.

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

The Commission implemented activities in the financial year 2023/24 in line with the National Development Plan (NDP) III, Administration of Justice Programme Implementation Action Plan (PIAP) and JSC second Strategic Plan (2020/21 - 2024/25).


The Commission's approved budget for FY 2023/24 was UGX. 20,432,543,632 (twenty billion four hundred thirty-two million five hundred forty-three thousand six hundred thirty-two) out of which UGX. 18,074,391,614 (eighteen billion seventy-four million three hundred ninety-one thousand six hundred fourteen) was released and UGX. 17,778,643,969 (seventeen billion seven hundred seventy-eight million six hundred forty-three thousand nine hundred sixty-nine) was spent by end of June 2024. The Commission received a total of UGX.479,484,570 (four hundred seventy nine million four hundred eighty four thousand five hundred seventy) from AccesstoJustice (JLOS) for implementation of its planned activities under JLOS SWAP for FY 2023/2024.

During financial year, 2023/24, in execution of its mandate, the Commission, conducted interviews and filled 127 positions of Judicial Officers and 413 administrative and other staff positions declared by the Judiciary; confirmed in appointment and appointed in substantive capacity a total of 164 Judicial Officers into service, received 385 complaints against Judicial and non-Judicial officers; concluded 110 cases were one (1) Judicial Officer was retired in public interest and two (2) judicial Officers were handed suspensions; conducted programmes to educate the public on law and administration of justice through radio talk shows and sensitization workshops across the country; and conducted court inspections in the fight against corruption in the courts of judicature.

For the financial year 2024/2025, the Commission remains committed to meet the recruitment requests for the Judiciary for both the Judicial officers and other staff of the Judiciary, receive complaints from the public, investigate complaints received, conduct disciplinary hearings against reported Judicial and other staff of the Judiciary and educate the public on matters of law and the administration of justice.

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

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



**Dr. Rose Nassali Lukwago**  
**Permanent Secretary/Secretary/**  
**Judicial Service Commission**

# CHAPTER ONE



# 1.0 INTRODUCTION

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

- a) To advise the President in the exercise of his power to appoint persons to hold or act in any of the following constitutionally specified offices, including power to confirm appointments, to exercise disciplinary control over such persons and to remove them from office;
  - i. The office of Chief Justice, the Deputy Chief Justice, the Principal Judge, a Justice of the Supreme Court, a Justice of Court of Appeal and a Judge of the High Court.
  - ii. The office of the Chief Registrar and Registrar.
- b) To review and make recommendations on the terms and conditions of service of Judges and other Judicial Officers subject to the provisions of the Constitution.
- c) To prepare and implement programmes for the education of, and for the dissemination of information to, Judicial Officers and the public about the law and administration of Justice.
- d) To receive and process peoples' recommendations and complaints concerning the Judiciary and the administration of justice and, generally, to act as a link between the people and the Judiciary.
- e) To advise the Government on improving the administration of justice.
- 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, 2020 prescribing the expanded mandate of the JSC.

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

- 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) in which the vision, mission and core values of the Commission are highlighted as:

### 1.1.1 VISION

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

### 1.1.2 MISSION

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

### 1.1.3 CORE VALUES

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

### 1.1.4 STRATEGIC OBJECTIVES

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

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

## 1.2 COMPOSITION & STRUCTURE OF THE COMMISSION

### 1.2.1 Membership of the Commission

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

- (i) A Chairperson who is a person qualified to be appointed as a Justice of the Supreme Court.
- (ii) A Deputy Chairperson qualified to be appointed as a Justice of the Supreme Court.
- (iii) Six members, whose respective nomination is directly linked to specified stakeholder institutions, that is: one member representing the Public Service Commission; two Advocates nominated by the Uganda Law Society; one representative of the Judiciary, and two members of the Public (not lawyers) nominated by the President.
- (iv) The Attorney General who is an ex-officio member of the Commission.

### Members of the 6<sup>th</sup> Judicial Service Commission included:

S/N	NAME	DESIGNATION
1	Hon. Justice Benjamin Isingoma Kabiito	Chairperson
2	Hon. Lady Justice Faith Kalikwani Mwendha	Deputy Chairperson
3	Hon. Kiryowa Kiwanuka	Attorney General - Ex-Officio Member
4	Hon. Lady Justice 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

### 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 6<sup>th</sup> Commission established four standing Committees through which business pertaining to the Commission's mandate was executed.



### 1.2.4 Disciplinary Committee

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

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

#### Members of the Disciplinary Committee

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

### 1.2.5 Search and Recruitment Committee

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

#### Members of the Search and Recruitment Committee

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

### 1.2.6 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

S/N	NAME	DESIGNATION
1	Mrs. Norah Matovu Muwanga	Chairperson
2	Mr. Jimmy Okello	Member
3	Hajj. Badru Lubega Waggwa	Member

### 1.2.7 Anti-Corruption Committee

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

#### Members of the Anti-Corruption Committee

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

### 1.2.8 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:

- (A) The organization and operations of the Commission;
- (B) Tendering advice to the Chairperson and members in respect of the business of the Commission;
- (C) Implementing the policies of the Government of Uganda through the Commission programmes;

- (D) Ensuring proper expenditure of funds of the Commission in line with the approved budget;
- (E) 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;
- (F) Arranging the business for and recording and keeping the minutes of all decisions and proceedings of the Commission and its meetings;
- (G) Performing any other function assigned to him/her by the Commission.

**During the FY 2023/2024, 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.

### **1.2.8.1 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.

### **1.2.8.2 The Directorate of Complaints, Investigation and Disciplinary Affairs (CIDA)**

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

- (vii) Receiving and processing peoples' recommendations and complaints concerning the Judiciary and the administration of justice;
- (viii) Developing tools for continuous improvement of the investigation and prosecution processes;
- (ix) monitoring the administration of justice to identify areas for reform and enhancement of performance;
- (x) Preparing proposals for improving

the administration of justice through court inspections;

- (xi) Providing Secretariat services for the Disciplinary Committee of the Commission;
- (xii) Providing secretariat services for the Anti-corruption Committee of the Commission;
- (xiii) 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.

#### **1.2.8.3 The Department of Finance and Administration (F&A)**

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

- (xiv) Planning, budgeting and monitoring the implementation of workplans.
- (xv) Acts as a Secretariat to the Commission and coordinates the implementation of Government policies and directives.
- (xvi) Providing secretariat services for the Search and Recruitment Committee of the Commission;
- (xvii) Handling the recruitment and disciplinary records of the Commission and those for JSC staff members and all the administrative records.
- (xviii) Handling the public relations function.
- (xix) Managing the Commission's physical assets.
- (xx) Ensuring proper financial management.

- (xxi) Handling Public procurement and disposal functions of the Commission;
- (xxii) Provision of all the necessary logistical support for the proper functioning of the Commission.

#### **1.2.8.4 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 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.

#### **1.2.9 Technical Management Committees**

In addition to the Commission committees, other technical management committees remained functional in this FY 2023/2024 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
- f) This Committee is mandated under Public Procurement and Disposal of Public Assets Act Cap. 205 and the regulations made there under.
- g) Sanctions and Rewards Committee
- h) This Committee is guided by the Public Service Standing Orders, 2021 and Uganda Public Service Rewards and Sanctions Framework, 2019.
- i) Training Committee
- j) 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.

### 1.2.10 Staff of the Commission

The Judicial Service Commission was restructured in the FY 2020/2021 to be able to handle the expanded mandate and the establishment rose from 112 to 142 staff members. Additionally, in May, 2024, Ministry of Public Service approved the structure for 6 regional offices bringing the total staff establishment to 196.

By the end of the Financial Year, 2023/2024, the Commission had 102 positions filled out of 196 approved positions implying 52% staffing level.

The staff who were promoted, joined and exited the Commission during the FY 2023/2024 are indicated in the tables below and full staff list and organogram are attached as Annex 1 and Annex 2 respectively.

#### Promotions

**Table 1: Promotions**

No	Name	Previous position	Current position
	Akongga Ogwang Gloria	Legal Officer, U4	Senior Legal Officer, U3
	Katungi Trevor Maani	Legal Officer, U4	Senior Legal Officer, U3
	Naula Hajira	Legal Officer, U4	Senior Legal Officer, U3
	Mukera Denis	Legal Clerk, U5	Legal officer ,U4
	Mawanda Martin	Office Attendant, U8	Legal Clerk, U5
	Kamugisha Thomas	Driver, U8	Legal Clerk, U5
	Makoha Godfrey	Telephone Operator, U7	Legal Clerk, U5

## Incomings

**Table 2: Transfers to the Commission**

Sn.	Name	Title	Transferred by	Coming in from
	Wajambuka Goboyi David	Assistant Commissioner, Human Resource Management	Ministry of Public Service	Office of the Director of Public Prosecutions
	Ngabire Lydia	Principal Human Resource Officer	Ministry of Public Service	Ministry of Local Government

## Newly Recruited

s/n	Name	Title	Salary Scale
	Nkamwesiga Lorna	Legal officer	U4
	Wandera David	Legal officer	U4
	Alinda Patra	Legal officer	U4
	Timothy Nsereko	Legal officer	U4
	Aruho Joshua	Legal officer	U4
	Uwizeye Kelly	Legal officer	U4
	Busobozi David	Driver	U8
	Busuulwa Raymond	Driver	U8
	Sekina Farouk	Office Attendant	U8
	Elizabeth Akol	Office Attendant	U8
	Wabule Judith	Office Attendant	U8
	Ashaba Obey	Office Attendant	U8
	Bayo Collette	Office Attendant	U8

## Outgoings/ Exited

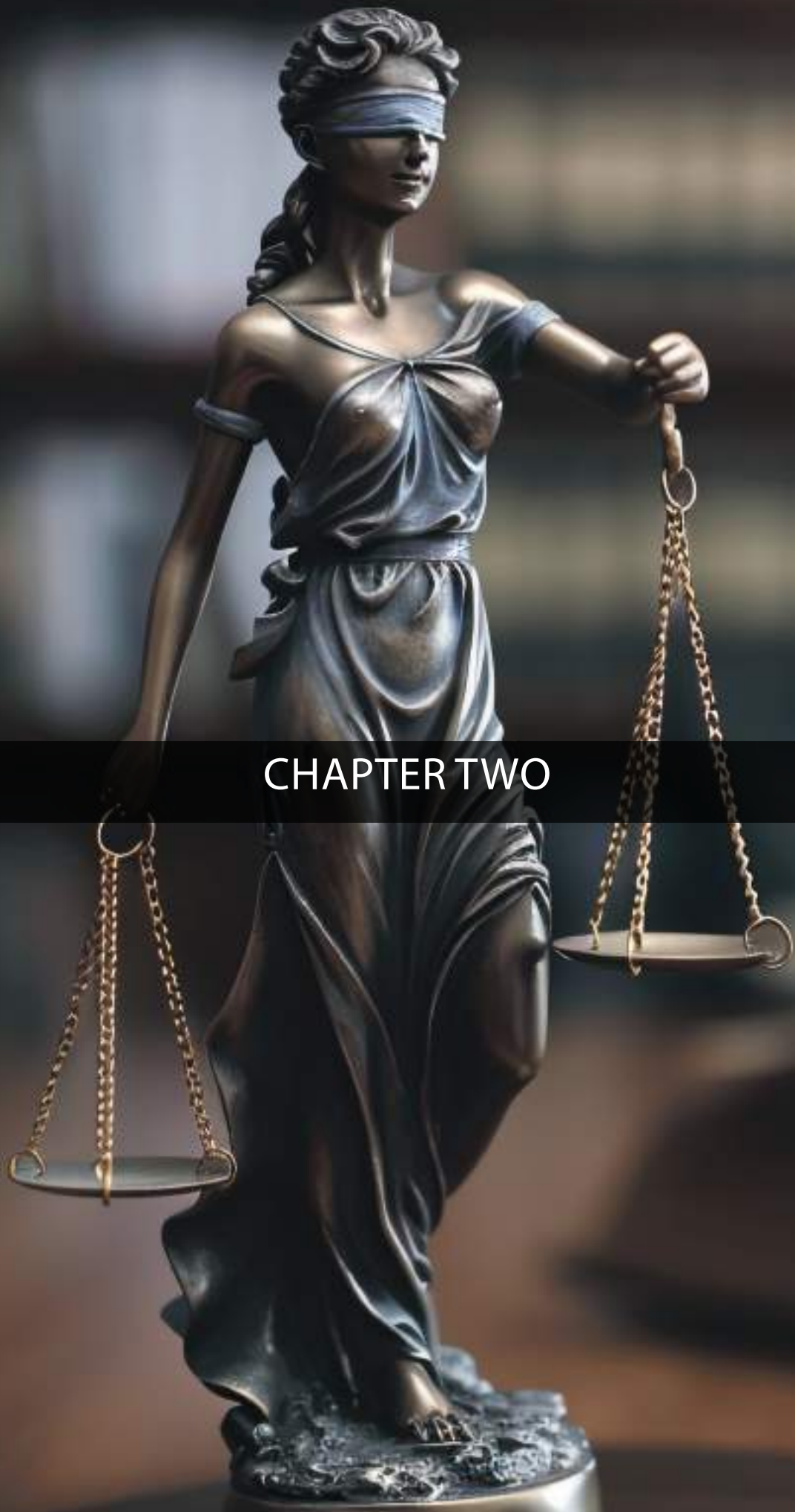
**Table 3: Transfers from the Commission**

Sn	Name	Title	Transferred to
	Mungoma Nelson	Assistant Commissioner, Human Resource Management	Ministry of Public Service
	Nsubuga Jacob	Principal Human Resource Officer	Ministry of Local Government
	Christine Namutebi Kellen	Senior Legal Officer	Judiciary
	Kavuma Robert	Office Supervisor	Ministry of Gender, Labour and Social Development

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

Sn	Name	Title	Remarks
1.	Sekagya Ronald	Registrar, LEPAR	Early Retirement
2	Bob Kalibwani	Driver	Mandatory Retirement
3	Egesa James	Driver	Mandatory Retirement

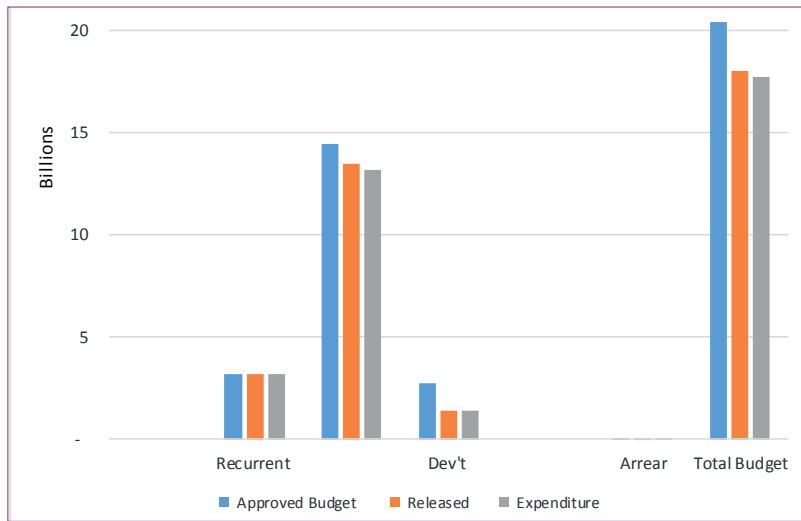




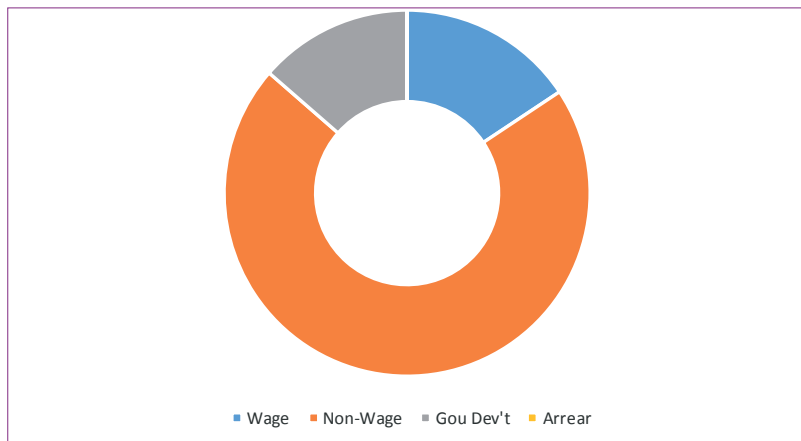
## CHAPTER TWO

## 2.1 Financial Performance for FY 2023/2024

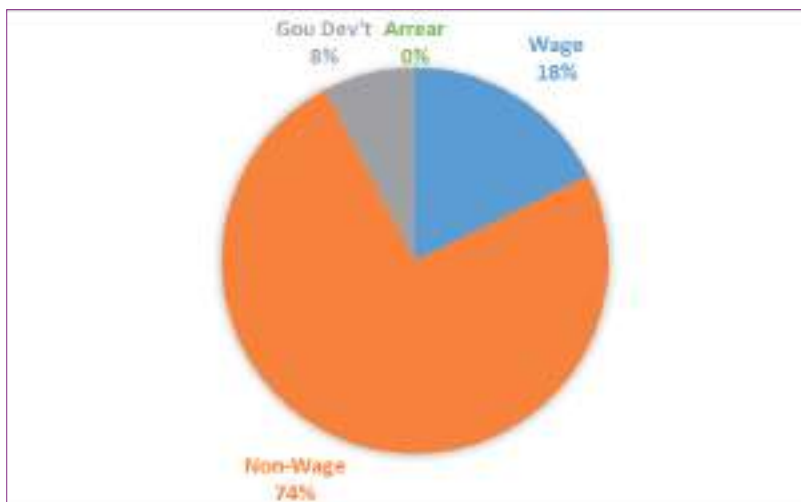
**Figure 1: Financial performance FY2023/24**



**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	Expenditure	% Budget Released	% Budget Spent	% Releases Spent
Recurrent	Wage	3,200.825	3,200.825	3,200.108	100.00%	99.98%	99.98%
	Non-Wage	14,453.901	13,482.588	13,187.704	93.28%	91.24%	97.81%
Dev't	Gou Dev't	2,773.678	1,386.839	1,386.692	50.00%	49.99%	99.99%
	Ext Fin	0.000	0.000	0.000			
GoU Total		20,428.404	18,070.252	17,774.505	88.46%	87.01%	98.36%
Arrear		4.139	4.139	4.139	100.00%	100.00%	100.00%
Total Budget		20,432.544	18,074.392	17,778.644	88.46%	87.01%	98.36%
AIA		0.000	0.000	0.000			
Grand Total		20,432.544	18,074.392	17,778.644	88.46%	87.01%	98.36%
<b>Total Vote Budget Excluding Arrears</b>		<b>20,428.404</b>	<b>18,070.252</b>	<b>17,774.505</b>	<b>88.46%</b>	<b>87.01%</b>	<b>98.36%</b>

**From Table 4;**

### **Total Approved Budget**

The Commission's approved budget for FY 2023/24 was UGX. 20,432,543,632 (twenty billion four hundred thirty-two million five hundred forty-three thousand six hundred thirty-two).

**UGX. 18,074,391,614** (eighteen billion seventy-four million three hundred ninety-one thousand six hundred fourteen) was released by the end of June, 2024 representing 88.26% of the approved budget.

Additionally, UGX. 17,778,643,969 (seventeen billion seven hundred seventy-eight million six hundred forty-three thousand nine hundred sixty-nine) was spent by end of June, 2024 which is 87.01% of the approved budget and 98.36% of the released funds.

### **Wage**

**UGX. 3,200,825,354** (three billion two hundred million eight hundred twenty-five thousand three hundred fifty-four) was approved for wage for FY 2023/24.

**UGX. 3,200,825,354** (three billion two hundred million eight hundred twenty-five thousand three hundred fifty-four) was released by end of the financial year representing 100% percent of the total budget. UGX. 3,200,108,397 (three billion two hundred million one hundred eight thousand three hundred ninety-seven) was spent representing 99.98% of the total wage allocation and total wage budget released.

### **Non-wage Recurrent**

The Commission had an approved budget of UGX. 14,453,901,053 (fourteen billion four hundred fifty-three million nine hundred one thousand fifty-three) as non-wage recurrent for FY 2023/2024.

**UGX.13,482,588,022** (thirteen billion four hundred eighty two million five hundred eighty eight thousand twenty two) was released by end of the financial year representing 93.28% of the non-wage recurrent budget. A total of UGX.971,313,031 (nine hundred seventy one million three hundred thirteen thousand thirty one) was not released to the Commission.

**UGX. 13,187,704,332** (thirteen billion one hundred eighty-seven million seven hundred four thousand three hundred thirty-two) was spent by end of June,2024 making 91.24% of the non-wage recurrent budget and of the non-wage recurrent released, 97.81% had been spent by end of the financial year.

The unspent balance of UGX. 294,883,690 (two hundred ninety-four million eight hundred eighty-three thousand six hundred ninety) under non- wage recurrent was majorly for gratuity and pension whose beneficiaries had not submitted the required documents to claim the funds.

### **Development**

**UGX.2,773,677,974** (two billion seven hundred seventy three million six hundred seventy seven thousand nine hundred seventy four) was approved as development budget for FY 2023/2024.

**UGX.1,386,838,987** (one billion three hundred eighty six million eight hundred thirty eight thousand nine hundred eighty seven) was released by the end of financial year 2023/24. The amount released represents 50% of the approved budget for capital development.

**UGX. 1,386,691,989** (one billion three hundred eighty-six million six hundred ninety-one thousand nine hundred eighty-nine) was spend by end of the financial year representing approximately 100% of the funds released under capital development.

## Arrears

UGX. 4,139,251 (four million one hundred thirty-nine thousand two hundred fifty-one) was approved budget to cater for accrued arrears. The Commission received 100% of the budget approved and spent approximately 100% of the funds received.

## 2.2 Access to Justice (JLOS SWAP)

The Judicial Service Commission had JLOS approved work plan and budget of UGX.988,850,000 (nine hundred eighty eight million eight hundred fifty thousand ) of which a total of UGX.479,484,570 (four hundred seventy nine million four hundred eighty four thousand five hundred seventy) was released to the Commission representing 48.49% of the approved budget for FY 2023/2024. Additionally, the Commission had balances worth UGX. 205,614,057 (two hundred five million six hundred fourteen 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 2023/24 to UGX. 685,098,627 (six hundred eighty-five million ninety-eight thousand six hundred twenty-seven).

Out of the UGX.479,484,570 (four hundred seventy nine million four hundred eighty four thousand five hundred seventy) received in FY 2023/24, UGX. 462,217,850 (four hundred sixty-two million six two hundred seventeen thousand eight hundred fifty) was spent representing 96.40% of the total funds received. In addition, of the total UGX. 205,614,057 (two hundred five million six hundred fourteen thousand fifty-seven) that was carried forward from the approved workplan of the previous years, a total of UGX. 56,496,520 (fifty-six million four hundred ninety-six thousand five hundred twenty) was spent in FY 2023/24. See Annex A for details.

Therefore, the total unspent funds by end of June, 2024 amounts to UGX. 166,591,606 (one hundred sixty-six million five hundred ninety-one thousand six hundred six).

## 2.3 PHYSICAL PERFORMANCE OF THE COMMISSION DURING THE FINANCIAL YEAR 2023/24

### 2.3.1 Recruitment of Judicial Officers

The following was achieved by end of June, 2024:

- i. Following the advice rendered by the Commission, H.E the President, appointed;

**a) Two (2) Justices of the Supreme Court,**

1. Hon. Lady Justice Dr. Catherine K. Bamugemereire
2. Hon. Lady Justice Monica Kalyegira Mugenyi

**b) Three (3) Justices of the Court of Appeal,**

1. Hon. Lady Justice Margaret Tibulya
2. Hon. Justice Moses Kawumi Kazibwe
3. Hon. Justice Dr. Asa Mugenyi

**c) Eleven (11) Judges of the High Court.**

1. Justice Flavia Nabakooza
  2. Justice Philip Willebrord Mwaka
  3. Justice Amos Kwizera
  4. Justice David Samson Lwokya Makumbi
  5. Dr Christine Akello Echokit
  6. Justice Jamson Karemera Karemani
  7. Justice Jacqueline Mwendha
  8. Justice Aisha Naluzze Batala
  9. Justice Rosette Comfort Kania
  10. Justice Patience Emily Tumusiime Rubagumya
  11. Justice Farouk Lubega
- ii. The Commission appointed 7 Deputy Registrars, 6 Assistant registrars, 02 Chief magistrates, 01 Principal Magistrate Grade One, 02 Senior Magistrate Grade Ones, and 93 Magistrate Grade Ones.
  - iii. Conducted background checks on candidates for positions of High Court Judge, Deputy Registrars, Assistant registrars, Chief magistrates, Principal Magistrate Grade One, Senior Magistrate Grade One, and Magistrate Grade One.

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
	Justice of the Supreme Court	02	0	02
	Justice of the Court of Appeal	01	02	03
	High Court Judge	6	5	11
	Registrar	0	0	0
	Deputy Registrar	5	2	7
	Assistant Registrars	5	1	6
	Chief Magistrate	1	1	2
	Principal Magistrate Grade One	1	0	1
	Senior Magistrate Grade One	2	0	2
	Magistrate Grade One	41	52	93
				<b>127</b>

- iv. The Commission confirmed in appointment and appointed in Substantive Capacity a total of 164 Judicial Officers in various positions in Judicial Service after successfully service of the probation or Acting period.

Position	Number
Deputy Registrar	19
Assistant Registrar	12
Chief Magistrate	60
Senior Principal Magistrate Grade One	11
Principal Magistrate Grade One	21
Senior Magistrate Grade One	29
Magistrate Grade One	11
Magistrate Grade II (Retrospective confirmation)	1
<b>Total</b>	<b>164</b>

- v. The Commission also approved the early retirement of one (1) Chief Magistrate and lifted the interdiction of one Magistrate Grade.

- vi. The Commission rendered advice to the Minister of Finance, Planning and Economic Development (Appointing Authority) for the Appointment of the Chairperson of the Tax Appeals Tribunal.

### 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 is operationalized by the Administration of Judiciary Act, 2020.

The Commission appointed 413 administrative and other staff of the Judiciary service for positions of Principal Human Resource Officer, Principal Personal Secretary, Senior Personal Secretary, Personal Secretary, Records Officers, Stenographer Secretary, Assistant Records Officer, Data Entry Clerk, Court Clerk, Office Attendant, Process Server, and Drivers as follows.

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

No	Position	Appointed	Appointed		
			Female	Male	Total
	Principal Personal Secretary	U2	1	0	1
	Senior Human Resource Officer	U3	1	0	1
	Senior Personal Secretary	U3	16	4	20
	Personal Secretary	U4	12	0	12
	Records Officers	U4	8	4	12
	Stenographer Secretary	U5	27	0	27
	Assistant Records Officer	U5	39	28	67
	Court Clerk	U5	18	21	39
	Office Attendant	U8	75	27	102
	Process Server	U8	37	28	65
	Drivers	U8	0	67	67
	<b>Total</b>				<b>413</b>

The Commission confirmed 171 administrative and other staff of the Judiciary service in Judiciary Service after successful service of the probation period.



**Table 8: Summary of Administrative and Other Staff of Judiciary Service Confirmed in service**

<b>No</b>	<b>Position</b>	<b>Scale</b>	<b>Total</b>
	Senior Regional Executive Engineer	U3	4
	Mechanical Engineer	U4	1
	Quantity Surveyor	U4	1
	Economist	U4	1
	Statistician	U4	1
	Human Resource Officer	U4	1
	Training Officer	U4	1
	Systems Administrator	U4	11
	Computer Programmer	U4	3
	Office Supervisor	U4	64
	Librarian	U4	2
	Stenographer Secretary	U5	3
	Assistant Engineering Officer	U5	2
	Senior Assistant Accountant	U5	2
	Assistant Accountant	U6	1
	Records Assistant	U7	1
	Court Clerk	U5	19
	Office Attendant	U8	20
	Process Server	U8	31
	Drivers	U8	2
	<b>Total</b>		<b>171</b>

### 2.3.3 Complaints and investigations

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, the staff of judiciary and officials of other quasi-judicial bodies, to the applicable provisions of the Constitution; the Judicial Service Act and its regulations, the Uganda Code of Conduct for Judicial Officers; the Uganda Public Service Standing Orders, and other applicable laws, policies, and regulations, that regulate their conduct and performance.
3. 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 staff of the Judiciary.

#### Complaints received

During, the financial year 2023/24, a total of 358 complaints were received where 226 of these were

against Judicial Officers, 20 were against administrative and other staff of the Judiciary Service such as cashiers, clerks and secretaries while 112 were outside JSC mandate leaving the Commission with a total of 246 complaints.

One hundred fifty-nine (159) complaints were pending from the previous financial year 2022/23 making the total number of complaints equal to four hundred five (405) to be evaluated for Judicial Service Commission admissibility criteria and merit to warrant an investigation into the allegations and, therefore, open files for further management within the FY 2023/24.

#### Investigations

A total of 170 complaints against Judicial Officers and other staff of the Judiciary service were fully investigated during the financial year, 2023/2024. Thirty-six (36) complaints were still under investigation by the end of the financial year.

#### Legal Advice

The Commission received and provided guidance to 219 walk-in clients (members of the public) who sought the commission's assistance on legal issues during the financial year 2023/24. Of the 219 clients, 07 had valid complaints and were required to formally lodge a complaint; legal advice was given to 194 clients and 18 were referred to other institutions since their complaints fell outside the Commission's mandate. 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.

#### Covert Investigations

The Commission conducted a covert investigation in Kayunga, Entebbe, Lira

and Makindye courts with the objective to curb maladministration of justice in courts as a means of ensuring that justice is administered in accordance with Article 128 of the 1995 Constitution of the Republic of Uganda as amended.

### Mobile Complaint handling

The Commission carried out mobile complaints and investigations outreach in the FY 2023/24. The purpose of the outreach was to take justice and services closer to the indigent people in accordance with Article 128 of the 1995 Constitution of the Republic of Uganda and receive people's complaints about Judiciary and the administration of Justice. The commission conducted five (05) mobile (sub-region) complaints receipt and investigation outreaches in Mubende, Masindi, Iganga and Kabale districts; and Soroti City where a total of 5,094 clients were attended to, out of which 517 in Mubende (126 clients at the venue and 391 in prison), 1,222 in Soroti (274 clients at the venue and 948 in prison), 453 in Iganga (180 clients at the venue and 273 in prison), 1,998 in Masindi (118 clients at the venue and 1,880 in prison), and 904 in Kabale (123 clients at the venue and 781 in prison).

### 2.3.4 Disciplinary Affairs

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

#### Complaints Registered

Four hundred five (405) complaints were received to establish whether the complaints met the Judicial Service Commission admissibility criteria and whether a complaint had merit to warrant an investigation into the allegations. Out of 405 complaints, 204 were against male, 115 against female and 86 against institutions. By the end of fourth quarter, 20 complaints were still under evaluation. Further out of the 385 complaints evaluated, 147 were recommended for investigation, and 238 found to have no merit and therefore, were closed.

In financial year 2023/24, a total of 113 complaint cases were handled at the Committee.

**Table 9: Number of cases handled by the Disciplinary Committee (DC)**

S/No.	DC Recommendations	Number of complaints
	Closure	74
	Dismissal	2
	Severe Reprimand	2
	Reprimand	2
	Caution	0
	Interface with full Commission	03
	Compensation to complainants	11
	Under disciplinary process	19
	<b>Total</b>	<b>113</b>

## The Commission

In financial year 2023/24, a total of 110 complaint cases were handled at the Commission.

**Table 10: Complaints concluded by the Commission**

S/No.	Decisions	Number of complaints
	Closed	106
	Retired in public interest	01
	Suspension	02
	Dismissal	00
	Severe reprimand	00
	Reprimand	01
	<b>Total</b>	<b>110</b>

106 cases were closed due lack of sufficient evidence to prove the allegations, retirement of the judicial officers, death of the complainant or the respondent (judicial officers), withdrawal of the complaint, the complainant already obtained a remedy and loss of interest in the complaint by the complainant.

### 2.3.5 Public Legal Education

#### Radio Talk Shows

The commission conducted 98 live radio talk shows that mainly addressed the mandate of Judicial Service Commission, the JSC public complaints system, issues affecting courts, and gender based violence. In addition, awareness was made on issues concerning general administration of justice like bail, criminal offences, criminal trial procedures, domestic violence and amendments in succession law. Out of 98, JLOS funded 20 radio talk shows and the rest were funded by Government of Uganda.

These live radio talk shows were conducted across 45 districts in Uganda including Tororo, Mbale, Soroti, Kumi, Paidha, Nebbi, Sembabule, Lyantonde, Gulu, Kitgum, Kyenjojo, Kamwenge, Kampala, Mityana, Bushenyi, Kabale, Nakasongola, Masindi, Mbarara, Kisoro, Lira, Dokolo, Masaka, Kasese, Busia, Kamuli, Arua, Koboko, Kibale, Moroto, Kiruhura, Buwama, Butebo, Fort

Portal, Kayunga, Hoima, Kiboga, Mubende, Kyegegwa, Ibanda, Rukungiri, Jinja, Apac, Ntungamo, and Kapchorwa.

The Commission received feedback from listeners during the radio programmes and some of the issues raised by the public during radio talk shows include perception that police officers are engaging in bribery and other corrupt practices; many people, particularly those from poorer backgrounds, believe they cannot achieve fair outcomes in court; marginalisation of women in the administration of estates; child marriages; mistreatment of widows; land wrangles are rampant in the Kigezi region; confusion about legal rights and obligations within marital relationships; and many people are unaware of their legal rights when facing criminal charges, leading to potential abuses and miscarriages of justice. All these leading to undermining public confidence in the justice system.



*A legal officer conducting a radio talk show on Record FM in Kampala District.*



*A legal officer conducting a radio talk show on Radio West in Mbarara District.*

## Media Engagements

Media engagements is where JSC team of educators and public relations interacts with the media practitioners in the districts/regions to sensitize them about the mandate of JSC in administration of justice, clarify on any issues relating to the administration of justice and ensure proper reporting on matters relating to the formal justice system in Uganda. It also sensitizes the media practitioners about the role of the media in ensuring justice.

The Commission held 6 media engagements in the districts of Kisoro, Rukungiri, Busia, Tororo, Mbale and Kapchorwa which brought together stakeholders in the print & broadcast media.



*Registrar in charge of Legal Education, Public Affairs, and Research at the JSC addressing media at Rukungiri High Court. Looking on is the Chief Magistrate Rukungiri*



*Participants of the Engagement with Judiciary staff under Moroto High Court Circuit with PLO/JSC*

### **Engagements with court users**

The Commission conducted 36 engagements with court users at various court halls within the districts of Koboko, Maracha, Arua, Moroto, Katakwi, Mukono, Kayunga, Nabweru, Masaka, Lukaya, Dokolo, Lira, Kole, Kamuli, Kasangati, Nakifuma, Iganga, Lugazi, Bugembe, Kyenjojo, Kyegegwa, Mubende, Mpigi, Nsangi, Zirobwe, Wobulenzi, Kakiri, Luzira, Kasese, Rakai, Kazo, Sanga, Bukedea, Katakwi, Oyam, Apac, and Busia. The activity increased awareness about the justice system in Uganda among court users and local leaders.

### **The following are the general issues that were raised by court users during the engagements:**

- a. Court users expressed significant challenges with the Office of the Director of Public Prosecutions (DPP). Files pending sanctioning take an inordinately long time with the State Attorneys, causing frustration and delays in justice.
- b. Participants requested that the JSC should conduct awareness drives at the sub-county and village levels to ensure broader community understanding and engagement with the justice system.
- c. The issue of 'bush lawyers' and court brokers continues to pose a challenge at the courts, undermining the formal legal process and often misleading court users.
- d. Absenteeism among some court staff remains a concern, affecting the efficiency and smooth operation of court proceedings.
- e. There are ongoing delays in the conclusion of cases, particularly in criminal and land matters, which contribute to a backlog and prolonged periods of uncertainty for litigants.



*Under Secretary/ JSC addressing members of the press in Soroti District*

### **Social Media Campaigns**

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

### **Consultative Meetings with Judicial Officers**

The Commission conducted 32 consultative meetings with Judicial Officers at Various Courts on performance targets, quality of service delivery, enhancing research capacity; ethical behaviour and integrity, image building for the Judiciary; managing public relations; and their role in implementing the anti-corruption strategy of the Judiciary.

The engagements were conducted at various courts halls in the districts of Koboko, Maracha, Arua, Rubirizi, Bushenyi,

Mitooma, Rakai, Kalangala, Jinja, Buikwe, Nakasongola, Kigumba, Kyankwanzi, Kiboga, Mattuga, Kiryandongo, Luweero, Kasese, Rakai, Kazo, Sanga, Bukedea, Katakwi, Oyam, Apac, Gulu, Lyantonde, Hoima, Busunju, Masindi, Kumi and Bukedea.

### **Consultative Meetings with Administrative and other Staff of the Judiciary Service**

The team from JSC interacted with Administrative and other staff of the Judiciary at various courts with the aim of listening to their issues/ challenges and receive proposed solutions to those challenges. The purpose of the activity was to enable the Commission to prepare appropriate educational programmes for them. In addition, it helped the Commission to collect challenges faced by the other staff of the Judiciary and recommendations based on evidence.

The Commission conducted 32 consultative meetings Administrative and other staff

of the Judiciary in the districts of Koboko, Maracha, Arua, Rubirizi, Bushenyi, Mitooma, Rakai, Kalangala, Jinja, Buikwe, Nakasongola, Kigumba, Kyankwanzi, Kiboga, Mattuga, Kiryandongo, Luweero, Kasese, Rakai, Kazo, Sanga, Bukedea, Katakwi, Oyam, Apac, Gulu, Lyantonde, Hoima, Busunju, Masindi, Kumi and Bukedea.



*Participants of the Engagement with Judiciary staff under Moroto High Court Circuit with PLO/JSC*

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### **The following are the general issues that were raised by court users during the engagements:**

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with the State Attorneys, causing frustration and delays in justice.

- b. Participants requested that the JSC should conduct awareness drives at the sub-county and village levels to ensure broader community understanding and engagement with the justice system.
- c. The issue of 'bush lawyers' and court brokers continues to pose a challenge at the courts, undermining the formal legal process and often misleading court users.
- d. Absenteeism among some court staff remains a concern, affecting the efficiency and smooth operation of court proceedings.
- e. There are ongoing delays in the conclusion of cases, particularly in



criminal and land matters, which contribute to a backlog and prolonged periods of uncertainty for litigants.

- f. Reports of corruption involving court and DPP staff were still common, eroding public trust in the justice system and highlighting the need for stricter oversight and accountability measures.
- g. Assaults resulting from land disputes are prevalent, indicating the urgent need for effective conflict resolution mechanisms to address these violent confrontations.
- h. Domestic violence and family disputes continue to be a significant challenge, underscoring the necessity for targeted interventions and support services for affected individuals.
- i. Delays in handling cases are a widespread issue, causing frustration and diminishing confidence in the judicial process.
- j. There is a perceived corruption issue, with a common public misconception that one cannot win a court case without bribing the judicial officer and that the poor cannot access bail. This perception needs to be addressed through transparency and public education campaigns.
- k. Poor communication at courts, particularly when a judicial officer is indisposed, causes inconvenience for litigants who often travel long distances only to be informed that their case cannot be heard. There is a need for the establishment of customer care desks at courts to provide timely information and assistance.
- l. Additionally, complaints were raised about the police, particularly regarding their handling of suspects and the conduct of investigations, indicating a broader issue within the criminal justice system that requires urgent attention and reform.



*Senior Legal Officer, Ms. Akonga Ogwang Gloria, during an Engagement with court users at Kole Grade*



*Legal Officer, Ms. Alinda Patra presenting during an engagement with court users at Kamuli Chief Magistrates Court.*

### **Prison inmate's sensitization**

The commission conducted 19 Prison inmates' sensitization workshops on prisoners' rights and criminal trial procedure in Lira, Fort Portal, Mbale, Koboko, Masaka Nakifuma, Kasangati, Kauga, Kibaale, Kiboga, Mbarara, Butaleja, Tororo, Palisa, Kyegegwa, Arua, Ragyem, Kitalya and Buwama prisons. Fifteen (15) of these were funded under JLOS SWAP.

#### **The following were the issues raised by the inmates during the sensitization:**

- a. Inmates detained pending the minister's orders. Some of the prisons visited had inmates on remand pending the Minister's orders (Section 48(3) of the Trial on Indictments Act). Arua Main Prison had five inmates, while Mbarara Main Prison had three inmates on remand pending the Minister's orders; one of these inmates had been on remand for over nine years. There is no periodic review of the time these inmates are supposed to be on remand, thus leaving them on remand for extended periods, resulting in delayed justice.
- b. Overstay on remand. Many inmates had overstayed on remand beyond the period for which they are eligible for mandatory bail. Some of the challenges indicated were long adjournments of cases, especially for petty matters, which delay inmates on remand during case hearings, and delays in the commencement of cases, especially in non-capital offences. This issue was observed across all the prisons visited.
- c. Few state attorneys to prosecute cases. For example, there was only one State Attorney stationed at Kyegegwa, prosecuting in three courts, hence causing delays in the prosecution of cases. More courts are being established, yet there are no or few State Attorneys to prosecute cases.
- d. Lack of counselling services for prison inmates. Counselling services for all inmates are vital in ensuring mental wellness and subsequently fostering positive behaviour reform.
- e. Juveniles remanded in prisons and police cells together with adults. In some prisons, children were found.

- f. Detention of inmates in prisons far away from courts where their matters are being tried. Some inmates from Sembabule and Rakai were detained very far away in Mbale Prison. Some were from Mbarara and detained in Kitalya. Inmates from Nebbi were being detained in Ragem. Some prisons face transport challenges in moving inmates to court.
- g. No isolation facilities in the prisons. It was found that prisoners who have mental issues, disabilities, and contagious diseases share the same facilities with other inmates. This was a reported issue in most prisons. When people with mental challenges are brought in, it is a challenge to handle them due to space constraints.
- h. Civil debtors. There are also many civil debtors. This situation requires an inquiry to establish the efficacy of detaining civil debtors as an option in



*Prison inmates' sensitization at Kiboga Prison.*

### **Sensitization campaigns for selected District Local Government officials**

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."

The Commission held 9 sensitization campaigns for selected District Local Government officials in the districts of Moroto, Nakapiririt, Katakwi, Amuria, Bukedea, Budaka, Iganga, Kaliro and Pallisa.



*Prison inmates' sensitization at Pallisa prison*



*Commissioner, Mr. Jimmy Okello interacting with Moroto District leadership after a sensitisation activity on access to justice in Karamoja Region*



*Ag. Registrar/LEPAR, Mr. Samuel Mugisa presenting during the Sensitization of Local Government leaders in Iganga District.*



*JSC Senior Legal Officer presenting during the Sensitization of Local Government leaders in Pallisa district.*

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

The Commission was able to print 56,111 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. 41,111 were procured under the JLOS funding.

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.

#### **2.3.6 Research**

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

The Commission conducted a research study on protection of children against sexual and gender based violence in Uganda. The purpose of this study was to assess the effectiveness of the existing laws, policies and Institutions in protection of children from sexual and gender- based violence in Uganda. The research study was limited to the central region of Uganda in the Districts of; Luwero, Kamuli, Masaka and the Kampala Metropolitan area. These areas were of interest because they registered the highest number of Sexual violence in the Uganda Police Annual Reports from 2019 to 2023.

LEPAR Committee meetings: 10 LEPAR Committee meetings were held.

## 2.3.7 ANTI-CORRUPTION INITIATIVES

### RADIO TALK SHOWS

The Commission conducted a total of 88 Anti-Corruption live radio talk shows in 88 districts across the country. Approximately, about 460 calls were received during the talk shows. The radio talk shows aimed at raising awareness on corruption in the administration of justice in the Country. Listeners were educated on the different forms/ manifestations of corruption in the judiciary, causes and effects of corruption and strategies to combat the same. Out of the 88 live radio talk shows 42 were sponsored by JLOS SWAP and 46 by government of Uganda funds.

The live radio talk shows were conducted in the districts of Ssembabule, Mpigi, Kamwenge, Ibanda, Ntoroko, Bundibujjo, Ntungamo, Mbarara, Iganga, Kibuku, Sironko, Kapchorwa, Bugiri, Busia, Kisoro, Kabale, Kyenjojo, Kyegegwa, Rukungiri, Kanungu, Kitgum, Pader, Dokolo, Kabermaido, Kole, Oyam, Kiboga, Kyankwanzi, Kiruhura, Lyantonde, Gulu, Adjumani, Mbale, Tororo, Nakasongola, Luwero, Namayingo, Namisindwa, Kamuli, Buyende, Kazo, Isingiro, Kagadi, Ntoroko, Amuria, Katakwi, Budaka, Butebo, Bukomansimbi, Kalungu, Koboko, Yumbe, Nebbi, Pakwach, Moyo, Maracha, Buikwe, Mukono, Jinja, Iganga, Manafwa, Bududa, Kasese, Bundibujjo, Bushenyi, Ntungamo, Mitooma, Sheema, Masaka, Rakai, Mityana, Mubende, Masindi, Hoima, Nakasongola, Butebo, Mbale, Iganga, Mityana, Kasanda, Kalungu, Lwengo, Jinja, Kampala, Mayuge, Namutumba, Kiryandongo, Buliisa, Bukedea, Paliisa, Kaliro and Luuka.

### Anti-corruption workshops

The Commission conducted 06 workshops with stakeholders on anti-corruption in the districts of Kaliro, Namayingo, Hoima, Masindi, Mbale and Manafwa where at least 100 participants attended from each district. The main objectives of the workshops were to;

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

The workshops were attended by district 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.

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

Legal Officer, Mr. Nduggwa Ivan of JSC making a presentation during the Anti-Corruption Workshop in Manafwa District.

## Court Inspections

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

The Commission successfully conducted 35 Court Inspections at Court of Appeal, 05 High Courts of Anti-Corruption, High Court Family Division, Mukono, Hoima and Fort Portal and in 29 Magisterial Areas of Bubuulo, Budaka, Soroti, Pallisa, Mpigi, Sembabule, Kasese, Nabweru, Mityana, Mubende, Mankidye, Katakwi, Koboko, Yumbe, Bundibugyo, Lugazi, Ntoroko, Alebtong, Amolatar, Busia, Tororo, Hoima, Fort Portal, Kisoro, Gomba, Butambala, Gulu, Masindi, and Kabale.

## 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 Anti-Corruption Commission's own internal anti-corruption policies and action plans are implemented. The committee held 03 meetings in the financial year 2023/24.

### 2.3.8 Validation of Administrative and other staff of the Judiciary Service

Validation exercise of the administrative and other staff of the Judiciary service for appointment in Judiciary Service conducted at several Centres including Mbale, Tororo, Jinja, Gulu, Arua, Lira, Moroto, Luwero, Mityana, Fort Portal, JSC, Masaka, Bushenyi, Hoima, Soroti, Mpigi, Mukono, Mbarara and Kabale where a total of 2,070 staff were validated.



*Staff of the Commission during validation exercise for administrative and other staff of the Judiciary*

### **2.3.9 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 (Q4 FY 2022-23; and Q1, Q2 & Q3 FY 2023-24) audit reports.

#### **Administration**

Administration achieved the following outputs;

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

#### **Communications section**

The Communications section achieved the following outputs;

- i. Information sharing platforms to promote special JSC initiatives and announcements on social media updated and maintained. The Commission uses different platforms to share information that is website (<https://www.jsc.go.ug/>), and twitter (@JSCUganda).
- ii. The Commission participated in various public awareness activities where information on JSC achievements was shared with members of communities and the public at large. Such events include Labour day, public service day, heroes' day, women's day, independence day, Liberation day, Anti-corruption week, international day of the girl child), Agribusiness Exhibition, PEWOSA, National Court Open day, national ICT Job fair and 2024 Public service March among others.





*JSC staff sharing the Commission's initiatives to members of the public during the 2023 ICT job fair and exhibition*



*JSC staff (on the right) sharing the Commission's initiatives to members of the public during the National Court Open Day*



*JSC staff participating in 2024 Africa Public Service Day*

### **IT unit**

IT unit achieved the following outputs;

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

## Finance and Accounting

The accounts section achieved the following outputs;

- i. Timely payment of requisitions
- ii. Final Accounts 2022/23; Q4 2022/23; and Q1, Q2, and Q3 FY 2023/2024 financial report prepared.
- iii. Annual board of survey report prepared.
- iv. Annual External Audit activity facilitated.

## Planning and Policy function

The unit achieved the following;

- Prepared the Budget Framework Paper and work plan for FY 2024/2025.
- Prepared the Ministerial Policy Statement FY 2024/2025.
- Prepared quarterly performance reports.
- Prepared annual and quarterly work plans for FY 2024/2025.
- Provided policy guidance to the Commission
- Prepared and disseminated 2022/23 Annual Report
- Coordinated 4 Finance Committee meetings
- Monitoring and Evaluation of Commission activities was carried out to ensure the Commission was on the right track on delivering its mandate and inform the work plans of the subsequent years.

## 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.
- Pre- Retirement training session conducted.
- Commission Members inducted.
- Staff capacity building/training coordinated.
- Held 4 Training Committee Meetings.
- Processed annual leave for staff members for the months of July, 2023 to June 2024
- 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.
- Submissions were made to PSC for appointment of JSC staff for the Positions of Deputy registrar/ Anti-Corruption and PLO/LEAPR, replacement of 3 legal officers following the promotion of the incumbents to Senior Legal Officers, replacement of one legal clerk following the promotion of the incumbent to legal officer. Consequently, recruited 3 Senior Legal Officers, 3 legal Clerks on attainment of higher qualifications, six (6) legal officers, 5 Office Attendant, and 2 Drivers.
- 16 drivers inducted.
- Carried out the JSC Annual Staff

Retreat.

- Staff wellness program conducted every Tuesday and Thursday of the week during Q1, Q2, Q3 and Q4.



*JSC staff during one of the wellness session*

Records section achieved the following outputs;

- 100% of the mails received dispatched
- Quarterly file census conducted
- Quarterly update of the EDMS
- 

### **Development (Capital Purchase)**

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

- Twenty (20) chairs for boardrooms
- Three (3) laptops and 1 desktop
- One (1) Heavy duty photocopier
- One (1) printer
- One (1) scanner
- Five (5) Laptops
- Two (2) signage boards
- One (1) High Density movable shelf

Additionally, JSC offices at Kingdom

Kampala were partitioned, Certificate of Completion issued and payment done. Also, Network cabling and trunking of the new JSC offices was done.

### **Capacity building and Training**

The Commission conducted;

- 23 staff were sponsored to advance their studies in different areas to aid their career growth.
- 2 legal officers trained in Business Research methods, Data Analysis and Virtual training at ESAMI.
- Two officers trained in Leadership Management at Peking University in China
- A four (4) day training for 12 staff in prosecution was conducted. This was sponsored by the JLOS funding.
- Trained 11 investigators

### **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;

- Sensitized its staff on HIV/AIDS, Health and wellness
- Provided screening of Cancer, general body check-up and HIV/AIDS testing to staff.
- Provided Support to affected staff
- participated in the 2024 TB marathon organized to raise awareness on the disease and fundraise for a new TB testing machine.

- v. Participated in the HIV/AIDS candlelight commemoration in Hoima.



*Hon. Milly Babalanda (on the right) engaging with the JSC team during the HIV/AIDS candlelight commemoration in Hoima*



*JSC staff congratulating their Colleague, Mr. Emitu Justine after winning an award in the 5km category at the 2024 TB Marathon*

### **Equipping the Resource Centre**

The Resource Centre provides access to staff and the public to legal resources for reference on different legal issues. During the financial year 2023/24, 25 copies of materials on law and administration of justice were procured for the Resource Centre.



CHAPTER THREE

## 3.1 PLANNED ACTIVITIES FOR FINANCIAL YEAR 2024/25

UGX. 20,537,439,370 (twenty billion five hundred thirty-seven million four hundred thirty-nine thousand three hundred seventy) budget was approved for the Commission to execute its mandate in FY 2024/25. The total approved budget is composed of wage of UGX. 4,878,919,240 (four billion eight hundred seventy-eight million nine hundred nineteen thousand two hundred forty), recurrent non-wage budget of UGX. 13,162,209,954 (thirteen billion one hundred sixty-two million two hundred nine thousand nine hundred fifty-four), Development budget of UGX. 2,496,310,176 (two billion four hundred ninety-six million three hundred ten thousand one hundred seventy-six).

**Table 11: Summary of GoU budget for FY 2024/2025**

Item	Approved Budget
Wage	4,878,919,240
Non-wage	13,162,209,954
Dev't	2,496,310,176
Arrears	0
Total	20,537,439,370
<b>Total Budget Excluding Arrears</b>	<b>20,537,439,370</b>

In line with the approved budget for FY 2024/25, JSC intends to undertake the following;

### **Recruitment of Judicial Officers and other staff of the Judiciary**

In order to improve the performance of the Judiciary, the JSC plans to fill all vacant positions declared by the Judiciary for both judicial officers and other staff of the Judiciary service timely. 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 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 8<sup>th</sup> 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](http://www.jsc.go.ug) and an email address: [info@jsc.go.ug](mailto:info@jsc.go.ug) through which we can be contacted. The Commission projects to register a total of 300 new complaints which will all be subjected to the established process for appropriate resolution. We undertake to acknowledge receipt of all complaints/communications and to keep the complainants informed of the progress being made of their complaints.

## **Investigation of Complaints**

In order to ensure a thorough disciplinary procedure, the Commission will ensure prompt handling and investigation of the complaints received. In the FY 2024/2025, the JSC plans to investigate at least 75 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 receipt and investigation**

It has been established that there are several complaints in the public but they haven't been reported due to the cost (transport) to access the JSC offices. Therefore, the Commission innovated a way of reaching out to people to get their complaints and introduced mobile complaint handling. In this, the Commission will conduct 4 mobile complaints receipt and investigation in different sub regions to collect complaints, guide the public and conduct investigations.

## **Public legal education and Research**

### **Radio talk shows**

The JSC will conduct public legal education through 60 live radio talk shows throughout the country. The talk shows will sensitize the public about land justice, money lending, Trial procedure, bail and police bond, children's rights, domestic violence, mandate of JSC, succession and marriage laws.

### **Live Television shows**

The JSC will conduct public legal education through 8 live Television shows. The talk shows will sensitize the public about land justice, money lending, Trial procedure, bail and police bond, children's rights, domestic violence, mandate of JSC, succession and marriage laws.

### **IEC Materials**

The Commission will develop, print and disseminate 20,000 copies of IEC Materials on court procedures and initiatives to improve administration of justice; 1000 copies of the Citizens Hand book; and 1000 Copies of brochure on the JSC complaints handling system.

### **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 10 LEPAR Committee meetings to discuss the strategic direction of public legal education and research.

### Engagement with Judiciary

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

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

#### JSC Online Academy

The JSC second strategic plan 2020/21-2024/25 plans to establish a JSC academy and for the FY 2024/25, the Commission will undertake pre-feasibility study on establishment of a JSC Online Academy to inform the Commissions next step on the intervention.

### Public sensitizations

#### The Commission plans to undertake;

- i. 27 Engagements with court users at various court halls about mandate of JSC and administration of justice,
- ii. 8 engagements using Social media on topical issues about administration of justice,
- iii. 4 Prison inmate's sensitization on prisoners' rights and trial procedure conducted in Bamunanika,

Kapeeka, Nakifuma, Ngogwe,

- iv. 8 Sensitizations sessions of district local government officials on the mandate of the JSC in the administration of justice and basic legal principles in the districts of Apac, Napak, Maracha, Kiruhura, Kazo, Butebo, Namutumba and Mayuge,
- v. Engagement with 10 Local Council Courts on functionality and roles on procedure, land cases, handling cases of Children and cases of domestic violence in Eastern Uganda districts of Busia, Namayingo, Butebo, Budaka and Ngora,
- vi. 4 Sensitization of 50 members of ethnic minorities on their rights as citizens and the various government empowerment programs. The ethnic groups are Batwa, Chope, Gimara and Aliba conducted, and
- vii. 20 School Sensitizations (selected Secondary Schools in the country) on basic legal principles, Ethics and morality drug abuse and sexual offences.

### Research

The Commission plans to undertake one research study on the efficacy of legal safeguards for children living with incarcerated mothers in Uganda in the FY 2024/25.

### Anti-Corruption Initiatives

Compliance and adherence to established legal processes

The Commission will inspect courts in 20 magisterial areas spread over the Country. This is in line with the continued Commission commitment to check performance, adherence to policies and standards and the good practices expected of institutions under the public service of

Uganda and ultimately reduce corruption in Courts.

### **Anti-Corruption Committee meetings**

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

### **Radio talk shows**

The JSC will conduct 20 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 8 Anti-Corruption Barazas in Mbale, Hoima, Mukono, Kabale, Kamuli, Gulu, Kitgum and Masaka on processes for facilitating a corruption free judiciary.

### **Public sensitization**

The Commission will conduct 6 sensitization workshops on anti-corruption in the Judiciary service.

### **Newsletters**

The Commission will start producing Newsletters semi-annually to give more light on the efforts to fight corruption in the Judiciary service.

General administration and support services

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

### **Internal Audit**

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

- Analyze internal processes with focus on internal control systems, governance processes, checks and balances with appropriate recommendations to management

to ensure compliance to GOU Laws and regulations;

- Carry out risk assessment with clear categorization of long and short term risks and the remedial actions to address or avert the risks;
- Monitor the implementation of the risk management policy;

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

### **Administration**

Administration will achieve the following outputs;

- i. 30 Commission meetings held,
- ii. Response to Audit issues raised offered,
- iii. Quarterly utility and accommodation bills paid,
- iv. Daily Guard and security services provided,
- v. Quarterly Cleaning and sanitation services provided,
- vi. 4 Senior Management Meetings held,
- vii. Commission's fleet (17 vehicles and 4 motor cycles) maintained in good condition,
- viii. Machinery, Equipment and Furniture maintained in good condition for use,
- ix. Hold 4 Enterprise risk management meetings,
- x. Contracts Committee meetings (12 meetings per quarter) held,
- xi. Market Surveys (3 surveys per quarter) conducted,

- xii. Evaluation committee meetings (12 meetings per quarter) held, and
- xiii. Staff corporate wear and uniforms for support staff and field staff procure for 100 staff.

### Communications section

The Communications section will achieve the following outputs;

- i. JSC participation in 4 national events (Youth day, Day of the Girl Child, Day of Persons with Disabilities Day and 16 days of Activism against Gender-Based Violence) facilitated,
- ii. Information sharing platforms to promote special JSC initiatives and announcements on social media updated and maintained,
- iii. JSC branded seasonal gifts and stationary (Dairies and calendars for 2025, Keyholders, Mugs and Car stickers) procured, and
- iv. JSC office premises branded with Outdoor signage and boardroom, receptions offices and corridors with directional signage.

### IT unit

IT unit will achieve the following outputs;

- v. Website Hosting, Email and Domain renewed annually,
- vi. The Commission Website Updated quarterly,
- vii. Quarterly Internet subscriptions made, and
- viii. ICT equipment (80 Computers, 20 Laptops, 30 Printers, 5 Photocopiers) repaired and serviced quarterly.

### Accounts Section

The accounts section will achieve the following outputs;

- i. Timely payment of requisitions,
- ii. Four quarterly financial reports prepared,
- iii. Annual External Audit activity facilitated,
- iv. Final accounts for FY 2023/24 prepared,
- v. Board of survey carried out annually, and

### Human Resource Management Department

The human resource management function will achieve the following outputs;

- i. JSC supported during Recruitment meetings through shortlisting, interviews and background checks of candidates,
- ii. Staff performance appraisal management coordinated annually for 100 staff,
- iii. Consolidated Monthly staff allowance paid,
- iv. 12 Search and Recruitment Committee meetings held,
- v. Post-Validation survey for Administrative and Other staff of Judiciary conducted,
- vi. 4 quarterly Training Committee meetings held,
- vii. New members of the Judicial Service Commission inducted,
- viii. Disciplinary matters of Non-Judicial Officers handled,
- ix. Staff Wellness (fitness/ physical activities) and First Aid Program supported, and
- x. 4000 Copies of the new JSC client charter for FY 2023/2024 -FY 2026/2027 printed and disseminated.

- xi. Staff salaries and pension paid 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 2025/2026,
- Prepare the Ministerial Policy Statement FY 2025/2026,
- Prepare quarterly performance reports and coordinate quarterly budget performance review meetings,
- Prepare annual and quarterly work plans for FY 2025/2026,
- Provide policy guidance to the Commission,
- Prepare and disseminate 2023/24 Annual Report,
- Third JSC strategic plan 2025/26 - 29/30 developed,
- JSC Strategic Plan II Midterm Review Report in place,
- 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.

**Support to Regional Offices**

The Commission will undertake the following outputs at regional offices;

- i. Daily Guard and security services provided,
- ii. Daily Cleaning and sanitation services provided,
- iii. Public awareness on JSC achievements and interventions in 8 Districts of Arua, Gulu, Kabarole, Soroti, Luweero, Hoima, Dokolo, and Kisoro undertaken, and
- iv. Quarterly utility bills paid.

**Development (Capital Purchase)**

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

- i. CCTV NVR and CCTV Monitor Screen,
- ii. 8 laptops to support Investigations, Recruitment, and disciplinary affairs,

- iii. Assorted furniture for Office of Chairperson JSC and Deputy Chairperson JSC,
- iv. One(1) PBX machine for the Call Centre,
- v. Server machine,
- vi. 9 printers (Black and white, Printer speed; 55ppm.),
- vii. Two(2) TV 50" for the Reception and JSC Chairperson's office,
- viii. 47 Telephone Handsets,
- ix. 13 Desktop Computers, UPS and ICT consumables,
- x. Twenty-seven (27) office chairs for newly recruited JSC staff and Twenty one (21) Boardroom chairs,
- xi. Assorted furniture for the Headquarter Resource Centre,
- xii. Two (2) Digital Cameras,
- xiii. Two (2) Projector screens with accessories for Boardroom,
- xiv. Assorted ICT consumables, and
- xv. 5 vehicles (including 2 for the Chairperson JSC and Permanent Secretary JSC) to support investigations, public administration and Anti-corruption initiatives.

**The Commission will also under take the following;**

- i. Upgrade the Complaints and Case management information system,
- ii. Establish fully equipped Media Studio at JSC Headquarters
- iii. Contract Retention for Partitioning of JSC Offices at Kingdom Kampala Building paid

**Capacity building**

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

in prosecution, sign language and other areas.

**Subscription to Professional Bodies**

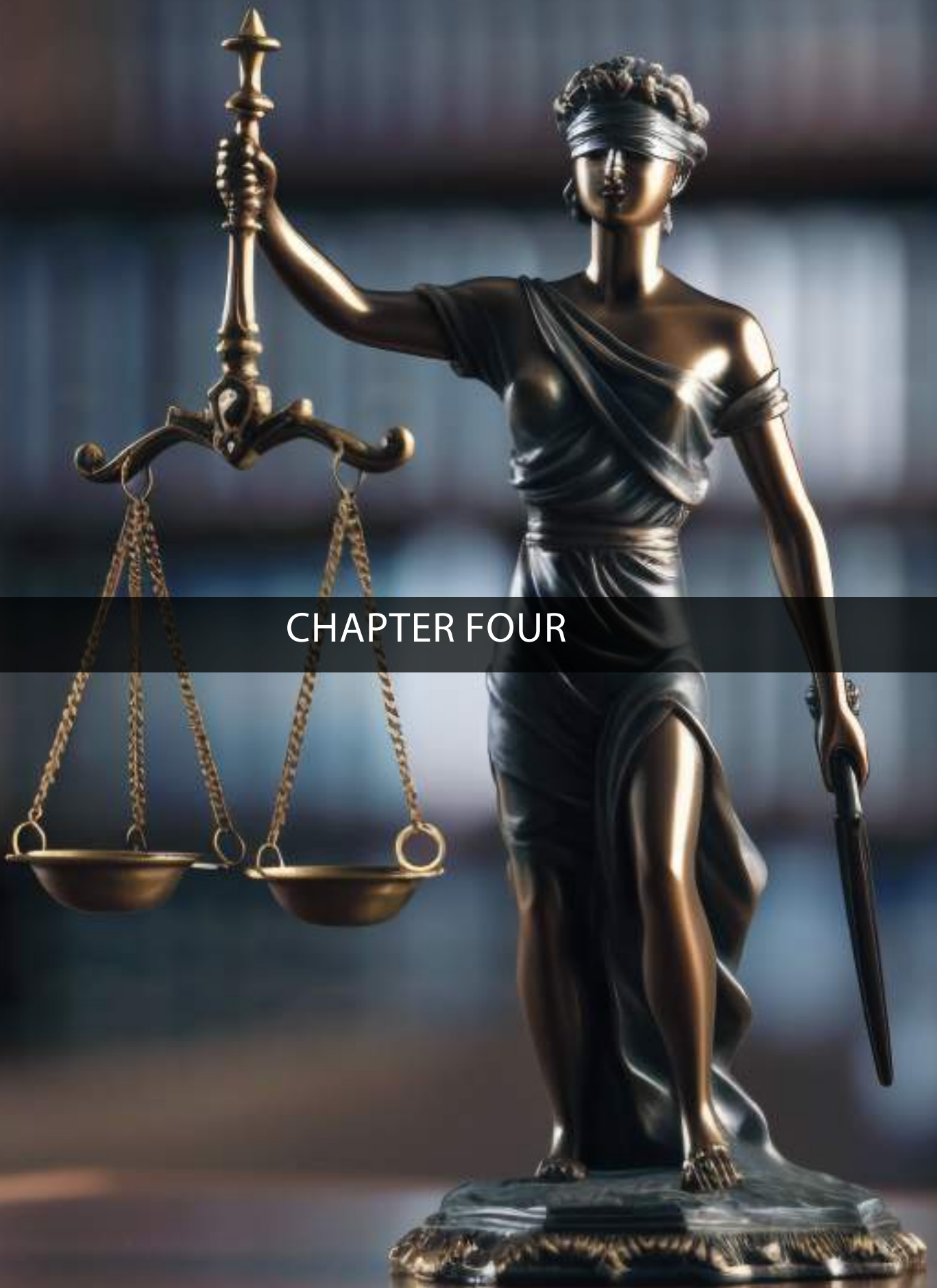
The Commission will continue to subscribe to the Uganda Law Society, the East African Law Society, CPA and other professional bodies. In this regard, the Commission as an institution and individual staff members will be facilitated to update their membership to these Associations. This is aimed at keeping 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.



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, 2023/24. These challenges continue to manifest in the implementation of the JSC mandate as outlined below.

### 4.1.1 Part time nature of the Commission apart from the Chairperson

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

### 4.1.2 Inadequate provision of funds for the Commission

There has been inadequate provision of funds for the Commission to execute its wide constitutional and statutory mandate which have expanded to include staff of the Judiciary Service and appointment of Chairpersons and Officers of more quasi-Judicial bodies. Additionally, the funds that were approved for the financial year, a total of UGX. 971,313,031 (nine hundred seventy-one million three hundred thirteen thousand thirty-one) for non-wage recurrent and UGX. 1,386,838,987 (one billion three hundred eighty-six million eight hundred thirty-eight thousand nine hundred eighty-seven) for development was not released which hampered the implementation of the planned activities.

### 4.1.3 Inadequate transport provision

The Public Complaints System and the Public Awareness campaigns require Commission officers to traverse the country to raise awareness of people's rights and responsibilities, receiving and investigating people's complaints and suggestions regarding the administration of justice in Uganda among others. However, shortage of funds and non-release of budgeted funds for acquisition of a requisite fleet of vehicles has greatly affected these field activities.

Additionally, during the financial year 2023/24, Government recalled vehicles for the month of December, 2023 and January, 2024 to be used during NAM summit. This severely affected timely implementation of field activities.

### 4.1.4 Staffing gaps

By the end of the Financial Year, 2023/2024, the Commission had 102 positions filled out of 196 approved positions implying 52.1% staffing level. The 54 positions are under Regional Offices and were approved in late May, 2024. This leaves the Commission without critical staff to undertake the core mandate of complaints receipt and evaluation; investigation of complaints; and education of the public about law and administration of Justice in the Country.

#### **4.1.5 Poor staff remuneration and salary disparities**

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

#### **4.1.6 Regional offices**

Under the Second JSC strategic plan 2020/21 – 2024/25, the Commission planned to establish 6 regional offices to take services nearer to the people and reduce costs for the clients seeking the Commission's service. By the end of June, 2024, the Commission had operationalized only Moroto, Mbarara and Masaka regional offices leaving three regional offices not yet established. In addition, the established offices still lack operational funds to cater for office equipment, staffing and vehicles.



## 4.2 RECOMMENDATIONS TO ADDRESS THE CHALLENGES

### 4.2.1 Increasing the Commission's budget

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

### 4.2.2 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 undertake its mandate smoothly.

### 4.2.3 Full implementation of the Commission's mandate

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

### 4.2.4 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.

### 4.2.5 Procurement of Motor Vehicles

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

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

### 4.2.6 Harmonize Salaries

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

### Annex A: Financial Performance for FY 2023/2024 under JLOS SWAP

Activity Description	Input	Qty	Unit Cost	Total approved	Total Receipt	Expenditure (SHS) 2023/24
Strengthening complaints administration and equip the department of Disciplinary Affairs	Heavy duty photocopier	1	40,000,000	40,000,000	40,000,000	40,000,000
	Printers	1	6,000,000	6,000,000	6,000,000	6,000,000
	Video conferencing system	1	40,000,000	40,000,000	-	-
	Scanner	1	2,400,000	2,400,000	2,400,000	2,400,000
Purchase of Laptops to support investigations	Laptops	5	8,000,000	40,000,000	40,000,000	40,000,000
Customer care & information desks strengthened at JLOS service points	Signage	2	1,000,000	2,000,000	2,000,000	2,000,000
Capacity Building training of JSC investigators to ensure effective investigations	Course costs	3	12,000,000	36,000,000	-	-
	Travel and other associated costs	3	13,000,000	39,000,000	-	-
	Venue for sensitization	4	2,000,000	8,000,000	-	-
	Allowances for participants	4	5,000,000	20,000,000	-	-
Production and dissemination of ICE materials (Booklets and brochures) on children's rights and responsibilities as well as protection against sexual abuse	Meals and refreshments	4	5,000,000	20,000,000	-	-
	Fuel, oils and lubricants	4	3,000,000	12,000,000	-	-
	Printing of Booklets and brochures	10000	10,000	100,000,000	50,000,000	50,000,000
	Dissemination of IEC materials	0	20,000,000	-	-	-

Activity Description	Input	Qty	Unit Cost	Total approved	Total Receipt	Expenditure (SHS) 2023/24
Conduct Prison inmates workshop on Human rights	Fuel expenses	10	1,500,000	15,000,000	15,000,000	14,907,500
	Stationery	10	1,000,000	10,000,000	10,000,000	10,000,000
Conduct Prison inmates workshop on Human rights	3 External facilitators	20	2,000,000	40,000,000	28,000,000	28,000,000
	Travel inland expenses	10	2,000,000	20,000,000	18,000,000	18,000,000
	Allowances for staff	10	1,695,000	16,950,000	16,950,000	16,950,000
Conduct radio Talk shows on anti-corruption in Administration of Justice	Meals and refreshments	10	3,000,000	30,000,000	26,025,000	26,025,000
	Radio Airtime	50	1,500,000	75,000,000	60,000,000	60,000,000
	Travel expenses	50	2,000,000	100,000,000	34,000,000	33,955,000
	Facilitation for staff	50	1,200,000	60,000,000	25,000,000	18,855,600
	Radio Airtime	48	1,500,000	72,000,000	40,000,000	34,665,000
Undertake prosecution training to build the capacity of the prosecution team	Venue	1	3,000,000	3,000,000	3,000,000	578,000
	Facilitation fees	2	2,500,000	5,000,000	5,000,000	1,805,000
	Full board accommodation	11	5,500,000	60,500,000	22,000,000	22,000,000
	Assorted Stationery	11	500,000	5,500,000	5,500,000	5,500,000
Conduct of field investigations	Transport expenses	11	500,000	5,500,000	5,500,000	5,500,000
	Investigation trips- Travel Inland expenses	10	3,000,000	30,000,000	12,000,000	12,000,000
Conduct an annual stakeholder engagement to disseminate findings of inspections of courts and Quasi-Judicial institutions	Fuel, Lubricants and oils	10	1,500,000	15,000,000	13,109,570	13,076,750
	Workshop	1	60,000,000	60,000,000	-	-
<b>TOTAL</b>				<b>988,850,000</b>	<b>479,484,570</b>	<b>462,217,850</b>

## Annex 1: JSC staff list as at 30th June, 2024

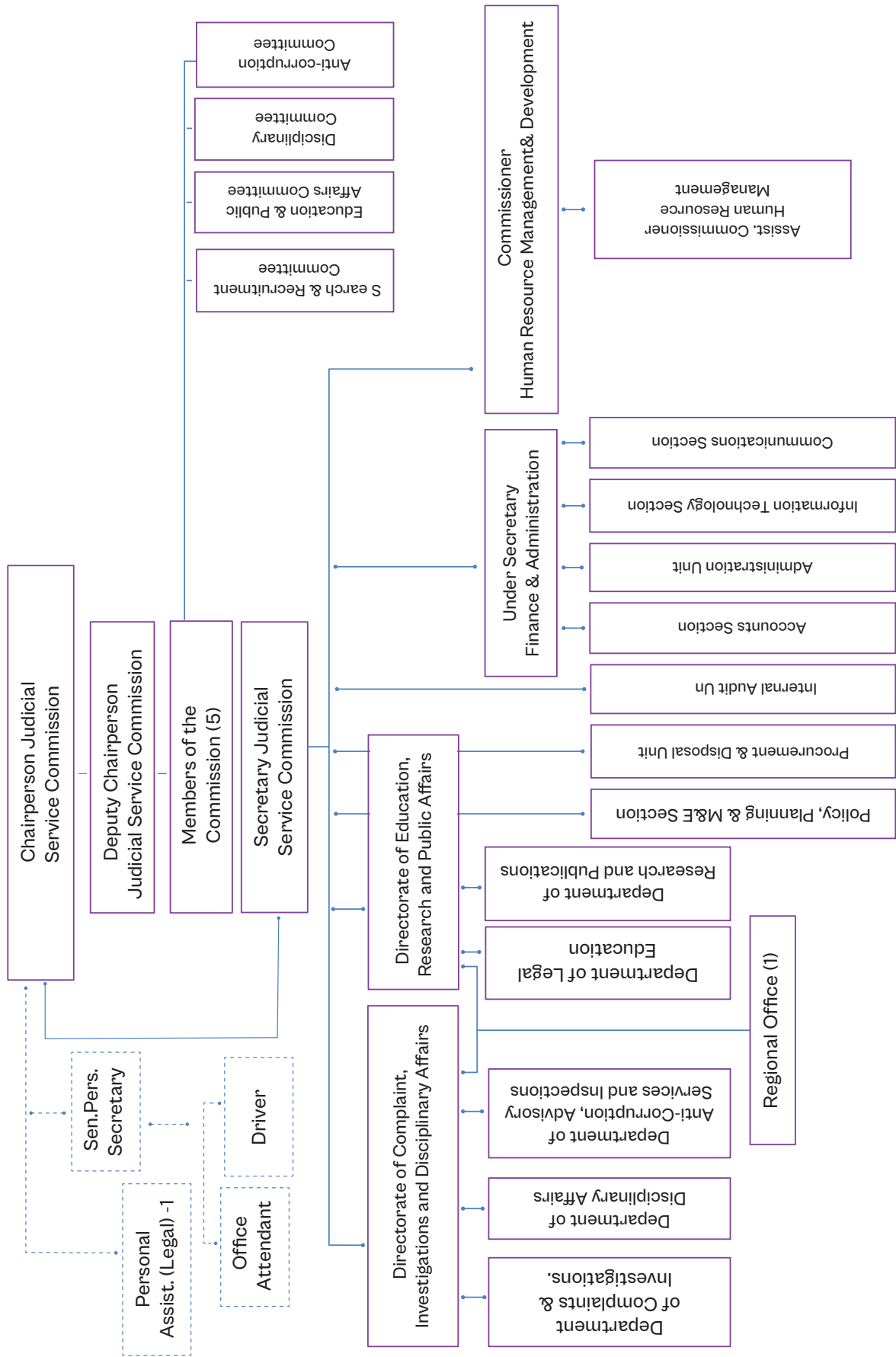
S/N	Staff Member Name	Post/Title	Salary Scale
<b>OFFICE OF THE CHAIRPERSON</b>			
	Hon. Benjamin Kabiito	Chairperson, JSC	Specified
	Amolo Lorna	Personal Assistant (legal)	U4
	Kamulegeya Amooti Grace	Personal Secretary	U4
	Bayo Collette	Office Attendant	U8
<b>OFFICE OF THE SECRETARY</b>			
	Rose Nassali Lukwago	Secretary JSC	U15
	Rebecca Namazzi	Personal Secretary	U4
	Gumisiriza Didas	Office Attendant	U8
	Kato Muhammed	Driver	U8
<b>DEPARTMENT OF FINANCE AND ADMINISTRATION</b>			
	Akurut Jane Margaret	Under Secretary	U15E
	Kayondo Juliet	Principal Assistant Secretary	U2
	Abunyang Felix William	Senior Accountant	U3
	Kalibbala Marriate	Senior Internal Auditor	U3
	Kyeyune Nixon	Senior Economist	U3
	Akello Christine	Accountant	U4
	Nabulya Maria Theresa	Information Officer	U4
	Nawire Grace Kibooli	Procurement Officer	U4
	Akampurira Rhona	Internal Auditor	U4
	Kuriigamba Geofrey	Information Technology Officer	U4
	Nemwa Aliima	Accountant	U4
	Innocent Atwijukire	Policy Analyst	U4
	Nalwooga Viola	Stegrapher Secretary	U5
	Muganga Henry Sonko	Accounts Assistant	U5
	Osujjo Moses Okiror	Assistant Inventory Management Officer	U5
	Atuhura Miriam	Office Typist	U7
	Nakajiri Rachel	Records Assistant	U8
	Kotaki M. Joseph	Driver	U8
	Anguyo Denis	Driver	U8
	Kanyima Aaron	Driver	U8
	Kalibwani M. Bob	Driver	U8

<b>S/N</b>	<b>Staff Member Name</b>	<b>Post/Title</b>	<b>Salary Scale</b>
	Oboth Dickens	Driver	U8
	Ebulu Nelson	Driver	U8
	Busobozi David	Driver	U8
	Busuulwa Raymond	Driver	U8
	Gingiera Fred	Office Attendant	U8
	Najjuma Joelia	Office Attendant	U8
	Sekina Farouk	Office Attendant	U8
	Elizabeth Akol	Office Attendant	U8
	Wabule Judith	Office Attendant	U8
<b>DEPARTMENT OF HUMAN RESOURCE MANAGEMENT</b>			
	Wajambuka Goboyi David	Assistant Commissioner HR	U1
	Amoding Jennifer	Principal Human Resource Off.	U2
	Ngabire Lydia	Principal Human Resource Off.	U2
	Nuwagaba Robert M	Senior Human Resource Officer	U3
	Amulen Naomi	Senior Human Resource Officer	U3
	Kaire Rebecca	Senior records Officer	U3
	Naggayi Margaret	Personal Secretary	U4
	Emitu Justine	Records Officer	U4
	Nabbosa Harriet	Assistant Records Officer	U5
	Timongo Michael	Records Assistant	U6
	Tumwebaze Bernard	Records Assistant	U6
	Kimono Rebecca	Office Attendant	U8
	Mpangire Jackson	Office Attendant	U8
	Oluka David	Office Attendant	U8
	Ashaba Obey	Office Attendant	U8
<b>DIRECTORATE OF LEGAL EDUCATION, PUBLIC AFFAIRS AND RESEARCH (LEPAR)</b>			
<b>DEPARTMENT OF LEGAL EDUCATION</b>			
	Semyano Faridah	Deputy Registrar	UISE
	Luleti Jonan	Senior Legal Officer	U3
	Akongga Ogwang Gloria	Senior Legal Officer	U3
	Ampaire Agnes	Legal officer	U4
	Nkamwesiga Lorna	Legal officer	U4
	Wandera David	Legal officer	U4
	Atukunda Lillian	Personal Secretary	U4

S/N	Staff Member Name	Post/Title	Salary Scale
	Wogalo Abraham	Legal Clerk	U5
	Olaki Nicholas	Office Attendant	U8
	Kamusime Moreen	Office Attendant	U8
	Kayemba Ronald	Driver	U8
<b>DEPARTMENT OF RESEARCH AND PUBLICATION</b>			
	Mugisa Samuel M.	Deputy Registrar	U1SE
	Tuhairwe Herman	Senior Legal Officer	U3
	Twinomugisha Patience	Legal officer	U4
	Nafula Alice Juma	Legal officer	U4
	Nkuye Andrew	Personal Secretary	U4
	Alinda Patra	Legal officer	U4
	Kamuli Eric	Legal Clerk	U5
	Mwine Tom	Driver	U8
	Egesa James	Driver	U8
	Lenia Lorraine	Office Attendant	U8
<b>DIRECTORATE OF COMPLAINTS, INVESTIGATIONS AND DISCIPLINARY AFFAIRS (CIDA)</b>			
	Mwebembezi Julius	Registrar	U1SE
	Nakalanzi Damalie	Personal Secretary	U4
	Omoding Gilbert	Office Attendant	U8
<b>DEPARTMENT OF COMPLAINTS AND INVESTIGATIONS</b>			
	Ginamia Melody. Ngwatu	Deputy Registrar	U1SE
	Ameo Jennifer Ogol	Senior Legal Officer	U3
	Nabbossa Sandra	Legal officer	U4
	Mukera Denis	Legal officer	U4
	Timothy Nsereko	Legal officer	U4
	Aruho Joshua	Legal officer	U4
	Uwizeye Kelly	Legal officer	U4
	Mawanda Martin	Legal Clerk	U5
	Zziwa Francis	Driver	U8
<b>DEPARTMENT OF DISCIPLINARY AFFAIRS</b>			
	Kamlega Akello Pamela	Principal Legal Officer	U2
	Mirembe Anita	Senior Legal Officer	U3
	Katungi Trevor Maani	Senior Legal Officer	U3

<b>S/N</b>	<b>Staff Member Name</b>	<b>Post/Title</b>	<b>Salary Scale</b>
	Mirembe Isaac	Legal officer	U4
	Kamugisha Thomas	Legal Clerk	U5
	Makoha Godfrey	Legal Clerk	U5
	Nabukenya Harriet	Pool Stenographer	U6
	Adia Lewis Lennox	Office Attendant	U8
	Kanakulya Daniel Musasizi	Driver	U8
<b>DEPARTMENT OF ANTI-CORRUPTION, ADVISORY AND INSPECTIONS</b>			
	Ilado Regina	Senior Legal Officer	U3
	Naula Hajira	Senior Legal Officer	U3
	Nduggwa Ivan	Legal officer	U4
	Asitolo Kizayo Agnes	Legal officer	U4
	Kamaranzi Evelyn	Legal Clerk	U5
	Nandase Justine	Pool Stenographer	U6
	Nabutiti Alice	Office Attendant	U8

## ANNEX 2: ORGANOGRAM FOR THE JUDICIAL SERVICE COMMISSION (JSC)





## Annex 4: List of Judicial Officers Appointed in FY 2023/24

### Justices of the Supreme Court of Appeal

No	Name
	Hon. Lady Justice Margaret TIBULYA
	Hon. Justice Moses Kawumi KAZIBWE
	Hon. Justice Dr. Asa MUGENYI

### Judges of the High Court (Appointed Early July 2023)

SN	NAME
1	Justice Flavia NABAKOOZA
2	Justice Philip Willebrord MWAKA
3	Justice Amos KWIZERA
4	Justice David Samson LWOKYA MAKUMBI
5	Dr Christine AKELLO ECHOOKIT
6	Justice Jamson KAREMERA KAREMANI
7	Justice Jacqueline MWONDHA
8	Justice Aisha NALUZZE BATALA
9	Justice Rosette Comfort Kania
10	Justice Patience Emily TUMUSIIME RUBAGUMYA
11	Justice Farouk LUBEKA

### Acting Deputy Registrar

SN	NAME	SEX	BACKGROUND
	ARINAITWE Gorette	Female	Principal State Attorney, Ministry of Justice and Constitutional Affairs
	NKWASIBWE Ivan	Male	Chief State Attorney, Directorate of Public Prosecution
	AISIA Suzanne Musooli	Female	Private Practice
	KINOBE Binenga Rogers	Male	Private Practice
	MUTATIINA Natukunda Angella	Female	Private Practice
	GRACE Atwongeire	Female	Principal Legal Officer, Directorate of Ethics and Integrity
	HW ATUKWASA Justine	Female	Assistant Registrar, Judiciary

### Assistant Registrar (Appointed Early July 2023)

SN	NAME	SEX	BACKGROUND
	NAMUTEBI Christine Kellen	F	Senior Legal Officer, Judicial Service Commission
	NANKYA Nusulah	F	State Attorney, Ministry of Justice and Constitutional Affairs
	NALUYIMA Rania	F	State Attorney, Office of Director Public Prosecution
	ATIGO Hellen	F	Private Practice
	TUMWEBAZE Kenneth	M	Private Practice
	KOMUGISA Juliet	F	Senior State Attorney, Ministry of Justice and Constitutional Affairs

### Acting Chief Magistrate

SN	NAME	SEX	Background
1	H/W SERUWO Benjamin Martin	M	Magistrate Grade One, Judiciary
2	BAKANANSA Hilda Walaga	F	Manager, Prosecutions, Uganda Revenue Authority

### Acting Principal Magistrate Grade One

SN	NAME	SEX	Background
1	H/W JATIKO Winnie Nankya	F	Magistrate Grade One, Judiciary

### Acting Senior Magistrate Grade One

SN	NAME	SEX	Background
	H/W KASULE Sumaya-Rutahwire	Female	Magistrate Grade One, Judiciary
	H/W KAIBEI Cherotich	Female	Magistrate Grade One, Judiciary

## Acting Magistrate Grade one (Appointed Early July 2023)

No	Name
	NASSUUNA Yvonne Grace
	KWAGALA Winnifred Sarah
	NAGADDYA Joanitah
	MBALANGU Gonzaga
	MUKURU Joshua
	KAMULI Pauline Martha
	MUZEYI Vincent
	NYOMBI Catherine
	NANYANGA Susan
	NASASIRA Josephine
	APADERET Marion
	KAKOMA Edgar
	TAMALE Badru
	EMWOGU Gerald
	WANGUBO Enock Brighton
	NAMARA Caroline
	MUTABAAZI Fred
	TENDO Anne
	OJARA Byron Paul
	ADONG Gloria
	TUSABE Edith
	OLA Gabriel
	BAGUMA Aron
	ODONGOI Simon Peter
	KALONDO Paul James
	NAMBUYA Riziki
	TWINOKWESIGA Micheal
	AKENA Junior
	OCHIENG Augustine
	TENDO Deogratious
	NATUKUNDA Julian
	WAHAB Amina
	MUSHIME Moses
	BUHUNGIRO Benjamin
	KAWUZI Sulaiman
	SSENGENDO Saad
	KIBIRIGE Apollo Kasujja
	KALENDE Timothy
	AKANKWATSA Dallen
	ITOGOT Amy Amina
	AKOL Bonny
	MUGIZI Obed
	TALEMWA Johnson
	RWINGABO Roger
	NAKASIITA Sarah
	WATZEMBA Vincent
	LYAGOBA Frank
	NABYANGWE Annah
	ADEKE Janet Ruth
	ORISHABA Isabella
	MUKANZA Brenda Apoffy
	SSENYANGE Isaac Keith
	BOGERE Racheal
	SSERWADDA Angella
	KYEMBE Karim
	MPIRWE Isaac
	JJAGWE Raymond
	NAKHUMITSA Joan Napokoli
	NSUBUGA Anderson James
	NELIMA Lucy
	YIGA Ronald
	SSEMWOGERERE Ammaari Musa
	ARIYE SHARON

SEYIGA Abdullswabul
NSEKO Samson
OKOTO Charles Joram
NANSUBUGA Margaret
OONYU Vincent
EYOKIA Jill Dawa
KWAGALA Faith Irene
MUSABI Comyn
KHALAYI Moreen
BAAGALA Esther Luyiga
MWANJE Ibrahim
PRINCE Annan
OKULLU Francis
TURYASINGURA Constance
MUHUMUZA Moses
MUGISHA Ruth
NAMWANJE Sarah
NAKIMBUGWE Faridah
OGENRWOT Micheal
REKYERAHO Obed
NABUDUWA Harriet
NAKAYENZE Maureen
WALUTSYO Martin Shirara
AJAM Innocensia
NASASIRA Alison
OMARA Joseph Sabiti
NAKIWATE Asha
PEPERA Edith Ann
KAMANZI Derrick
KEMBABAZI Ackline



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