



THE REPUBLIC OF UGANDA



# JUDICIAL SERVICE COMMISSION

END OF TERM REPORT OF THE 5<sup>TH</sup> AND 6<sup>TH</sup>  
JUDICIAL SERVICE COMMISSION  
(DECEMBER 2016 TO JANUARY 2025)



**Judicial Service Commission**  
People's Bridge to Justice

JANUARY, 2025

## FOREWORD

At the onset, let me thank H.E. the President of Uganda General Yoweri Kaguta Museveni Tibuhaburwa, for the appointment of the Members of the 5<sup>th</sup> and 6<sup>th</sup> Judicial Service Commission for the two-term tenure of service of 4 years each, from December, 2016 to January, 2025.

We, the Members were entrusted with the responsibility of fulfilling the constitutional mandate of the Judicial Service Commission. I state with no fear of contradiction, that we have served relentlessly over the eight years and ensured that the affairs of the Commission are handled with the highest level of professionalism and efficiency.

I acknowledge the support His Excellency the President accorded to the Commission that greatly facilitated the successful execution of the mandate over the two terms of office. This is particularly in the area of appointment of Judicial Officers once advice was rendered. The enactment of the Judiciary Administration Act (Cap 4) in 2020 was a game changer as well as this contributed to strengthening the role of the Judiciary in promoting good governance, human rights of all, resolution of disputes and upholding the rule of law in Uganda.

I further, acknowledge the support received from the Parliament of Uganda, the Judiciary at all levels, and all other Stakeholders in the Justice, Law and Order Sector (JLOS). This is in addition to all the ministries, agencies and partners that are part of the Administration of Justice Programme under the National Development Plan III (2020/2021–2024/2025), who we worked closely with during the 6<sup>th</sup> Commission.



When the 5<sup>th</sup> Commission assumed office in December 2016, we did so, after a hiatus of eight months following the expiry of the term of office of the 4<sup>th</sup> Commission in March, 2016. In these circumstances, the members of the 5<sup>th</sup> Commission set out to review and strengthen the business processes of the Commission with the view to transform the overall performance of the Commission and to re-brand its image.

This Report highlights the transformational journey that was undertaken, the results and achievements attained, the challenges faced and how they were addressed. It also covers the opportunities seized, and provides recommendations on how to proceed with the unfinished business which the 7<sup>th</sup> Commission will have to take up and implement as part of its journey to realize more milestones.

With a Judiciary that has embraced a “*transformational agenda*” of its own, and the positive results so far realized, which

are quite evident, the Commission must continue to re-position itself by embracing innovations and digital technology to guarantee that efficiency is sustained in all its processes. This will also ensure that the Commission keeps the pace with the Judiciary with which it has a symbiotic relationship so that the gains in the Judiciary and the Commission are optimized in the interest of all justice seekers through the courts of law at all levels.

To effectively monitor the quality assurance of judicial functions, the members of the 5<sup>th</sup> and 6<sup>th</sup> Commissions strived to improve their business processes, reduce the turn-around time and uphold the values and aspirations of the people of Uganda.

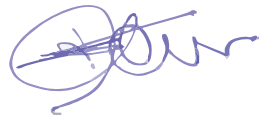
To this end, it will be remiss of me not to mention how imperative it is for the Members of the Commission to have the full human resource compliment as it appears in the approved establishment for the Commission. The gaps in the Commission's staffing need to be urgently addressed in order to overcome human resource constraints so that the Commission is better equipped for the expeditious execution of its expanded mandate. The other constraints are highlighted in the body of the Report.

Let me thank all the Members of the Commission I have worked with over the eight years for their dedicated service to the people of Uganda. I am

proud to have worked closely with all the Members in securing the objectives and goals set.

I thank the Permanent Secretary, Dr. Rose Nassali Lukwago, the officers and staff of the Commission for the invaluable contribution and support throughout the period I have served as Chairperson of the Commission. It is a memorable experience that I treasure greatly.

For God and my country,



Hon. Justice Benjamin Kabiito  
**CHAIRPERSON, 5<sup>TH</sup> AND 6<sup>TH</sup>  
JUDICIAL SERVICE  
COMMISSION**

**January, 2025**



**THE HON. LADY JUSTICE FAITH KALIKWANI  
MWONDHA, DEPUTY CHAIRPERSON OF THE  
COMMISSION AND JUSTICE OF THE SUPREME  
COURT OF UGANDA**

## MESSAGES FROM MEMBERS OF THE COMMISSION

### MESSAGE BY HON. LADY JUSTICE ELIZABETH MUSOKE, MEMBER REPRESENTING THE JUDICIARY

I am very grateful for the opportunity afforded to me by H.E The President when he appointed me to serve on the Judicial Service Commission with effect from March, 2024, for a period of 4 years. It is really a great honour.

I was appointed as a representative of the Judiciary on the Commission, a role I have played with extreme diligence within the period of less than a year that I have served.

During the period I have been at the Commission, I have been impressed by the team work, dedication, and harmony with which the 6<sup>th</sup> Commission executed their expanded mandate. This rare working culture enabled the Commission to conclude in record time during the course of their last year, the processes of appointments of all declared vacancies of judicial officers and other staff of the Judiciary. The Commission also completed many of the pending disciplinary matters as time and resources, both financial and otherwise, could allow.

My observation while working at the Commission is that the staffing gaps within the Commission in relation to the approved establishment need to be urgently addressed as they are affecting the effective execution of the expanded mandate of the Commission. Furthermore, the current regulatory framework that requires interdiction of affected staff to end within six months of interdiction needs to be reviewed and increased to at least one year



in order to align it with the realities on ground. The investigation and disciplinary committees would thereby be enabled to carry out their functions without undue hindrance. The Attorney General should note this.

Furthermore, I would support the recommendation that some appointments of members of the Commission need to be made permanent instead of part time, starting with the 2 members representing the Public, and the one representing the Public Service.

I wish to thank all members of the 6<sup>th</sup> Commission for the ease with which I settled at the Commission. I wish to give special thanks to the PS/Secretary to the Commission for her patience and the support she has offered.

Lastly but not least, the contribution of the officers and support staff of the Commission is greatly appreciated.

**MESSAGE BY HON. KIRYOWA  
KIWANUKA, ATTORNEY  
GENERAL AND EX-OFFICIO  
MEMBER OF THE  
COMMISSION**

I joined the Judicial Service Commission in 2021 as Attorney General, I have had a number of duties to execute but the Commission's mandate was the hardest on my desk. For instance, the recruitment mandate alone needed a person with a sober mind, lest a person would slip into stress.

I thank the Members for always speaking openly and this has enabled my thought process to broaden. The 6<sup>th</sup> Commission indeed had an incredible team, and whenever I read the minutes of the Commission, I am certainly confident that indeed the decisions embedded therein were the proper ones.

For the time I have worked with H.E The President, I have witnessed many Commissions, but this has been the only Commission that has not had running battles with H.E the President on appointments.

My recommendation is that the Commission embraces technology for efficiency and effectiveness. The Government of Uganda has invested in technology, for instance, the Electronic Court Case Management Information System (ECCMIS) under Judiciary and Electronic Document Management System (EDMS) housed by the Ministry of Information Communication Technology and National Guidance. The Ministry of Justice and Constitutional Affairs has adopted EDMS and gone paperless. The



system has proved to be very effective where all working documents are accessed electronically.

Once again I salute the Members of the 5<sup>th</sup> and 6<sup>th</sup> Commission for having executed such a huge task for eight(8) years and the job well done.

**MESSAGE BY  
COMMISSIONER, SENIOR  
CONNSEL, RUTH  
SEBATINDIRA, MEMBER  
REPRESENTING THE  
UGANDA LAW SOCIETY**

I was honored and privileged to be nominated in 2016 by the Executive Council of the Uganda Law Society right after I had just finished to serve as President of the Uganda Law Society.

Reflecting on the two (2) terms, JSC at the very start, looked like it was going to be a rough or tough call because I was asked to serve on Judicial Service Commission when I had been away for three (3) years from my own law Firm. I thought this was not one of those things I bargained for in my journey as a legal professional. Nevertheless, when the appointment came, I was honored and it was a privilege, as the Judicial Service Commission is a body established by the Constitution of the Republic of Uganda. My sincere belief is that if you ever get a chance to serve, to render a constitutional mandate, then it is a privilege to serve the people of Uganda in that capacity.

Setting out, the Judicial Service Commission whose office was located at Farmers' House somewhere on the ground floor and some of the offices situated in the dungeon of the same building, I recall that the five (5) part time Commissioners had a small room for an office and sharing two desks and a few chairs that looked ancient, with one computer. The key question we asked ourselves was; *“how were we going to serve with diligence and commitment under these conditions?”* We the Commissioners who are mandated to identify the cream of the cream to serve in



the Judiciary were to work and serve in a very limited and inappropriate space. As Members of the 5<sup>th</sup> Commission, we unanimously resolved that this had to change and eight years later I can confidently state that all has changed for the better.

I believe that we have positively changed the Commission; we probably brought some *swag* to the Commission as the young people call it, but more importantly, we identified and rendered advice to the appointing authority for key positions in the hierarchy of the Judiciary. We identified suitable persons for the President to consider for appointment as the Chief Justice, Deputy Chief Justice, Principal Judge and Chief Registrar. In addition the Commission appointed Judicial Officers from the rank of Deputy Registrar down to the Magistrate Grade One. With this whole new cohort of Judicial Officers, I think the total number of Judicial officers recruited stands above 700, for both the superior and lower bench. Notably also, the 6<sup>th</sup> Commission recruited over 600 administrative and other staff of the Judiciary in line with the AJA. I believe that this is a commendable achievement.

The Members of the 5<sup>th</sup> and 6<sup>th</sup> Commissions had enjoyed good will and cordial working relationship among themselves, staff of the Commission and the Judiciary. If the Members of the 7<sup>th</sup> could maintain such working cordial relationship, then the Judicial Service Commission would be able to achieve so much more.

I recommend that the Commission embraces technology which has proved to be effective in the recruitment process and ought to work in all the other business processes as well.

I believe we have had a good term at the Commission.



**MESSAGE BY  
COMMISSIONER NORAH  
MATOVU MIREMBE  
MUWANGA, MEMBER  
REPRESENTING THE  
UGANDA LAW SOCIETY**

It was a new dawn as I took oath on 6th December, 2016 as a member of the 5th Judicial Service Commission to become a public officer in Uganda. It is a responsibility that I took on with a lot of enthusiasm as the appointment followed a period of soul searching on how best I could serve my Country and the people of Uganda. In other words, the appointment was timely and I was ready for service. I am for ever grateful to the leadership of the Uganda Law Society (ULS) then, for according me the platform to serve.

We were appointed to the 5<sup>th</sup> Commission after the coming into force of the Constitution (Amendment) Act of 2015. This Act came into force on 24<sup>th</sup> August, 2015. The Act provided for the expanded mandate of the Commission which include;

1. The identification, assessment and rendering advice to the Appointing Authority
2. The appointment of the Judicial Officers of the Lower bench, administrative and other staff of the Judiciary.
3. Disciplining of all Judicial Officers, Administrative and other staff of the Judiciary

The professional and leadership support of the Chairperson of the Commission and the Members, plus the invaluable dedicated service of the technical and other



staff of the Commission made it possible to transform the complaints handling processes and to clear the above 600 cases backlog within the four (4) years period as presented in this report.

We were able to visit different courts in all regions of Uganda as we organized retreat sessions to handle significant numbers of disciplinary complaints. Through the planned court visits, the members were able to note the challenges that hinder access to justice which vary in the different parts of the country and through regular interactions with the leadership of the Judiciary and the Annual Stakeholders' Forum the concerns raised would be discussed and actions taken to address them. It was on the basis of this exposure, knowledge and interactions that the 5<sup>th</sup> and 6<sup>th</sup> Commission took particular interest in the content and delivery of the induction sessions and the continuous training for Judicial Officers and the other staff of the Judiciary.

The improved terms and conditions of service for Judicial Officers, the establishment of more High Court circuits and courts across the country with improved facilities and resources and the enhancement of the Judiciary budget, have all combined for the Judiciary to attract a lot more attention and interest from actors within the legal fraternity including those working with other government institutions and agencies and those in private legal practice and in the corporate sector. The over subscription led to Commission's transformation of the recruitment business processes.

As we end the term of office for the 6<sup>th</sup> Commission, I am delighted to note that today the significant role and contribution of the Judicial Service Commission in building and shaping a people-centred justice delivery system cannot not be under-estimated.

### **My recommendations**

First, I pray that there will be no gap between the end of the term of office in January 2025 and the appointment of the Members of the 7<sup>th</sup> Commission to consolidate the numerous gains made over the eight years of dedicated service of the 5<sup>th</sup> and 6<sup>th</sup> Commission.

Secondly, we encourage the Judiciary to develop and share their staff recruitment plan to enable the Commission to budget appropriately in order to deliver well on the different components of its mandate.

We are grateful to the leadership of the Judiciary over the years who made this possible.

### **Together we Stand; Divided we Fall**

**MESSAGE BY  
COMMISSIONER JOHNSON  
BITARABEHO, MEMBER  
REPRESENTING THE PUBLIC  
SERVICE COMMISSION**

His Excellency the President appointed me as a Member of the 6<sup>th</sup> Commission for a term of four (04) years. The appointment took effect from 21<sup>st</sup> January, 2021 to 21<sup>st</sup> January 2025. I am grateful to His Excellency the President for this appointment which gave me an opportunity to serve my country in this capacity.

When I joined the Commission in 2021, I did not get an induction to know what I was supposed to do and how to go about it. I had some experience as a member of the Public Service Commission on appointing, confirming, promoting and on disciplinary procedures. However, I did not have experience of appointing Judicial Officers. I am grateful to the Chairman of the Commission for his mentorship and for the support I got from other Members who had been members of the 5<sup>th</sup> Commission. The induction then was organized a year later and this gave me more insight on the significance of the Commission in shaping the justice delivery system in Uganda.

In 2023, the Commission fully took over its constitutional responsibility of appointing and disciplining the administrative and other staff of the Judiciary. This created a very big capacity challenge at the Commission in handling its constitutional functions relating to Judicial Officers and administrative and other staff of the Judiciary.

Due to the able leadership of the Chairman and commitment of the Members and technical staff, I am pleased to note that the 6<sup>th</sup> Commission has been able to handle all



the submissions from Judiciary for appointment of Judicial Officers and also the recruitments of administrative and other staff of the Judiciary. This followed the expiry of the Memorandum of Understanding (MOU) the Commission had signed with the Public Service Commission in 2021 after the commencement of the Administration of the Judiciary Act (Cap 4) which created the Judiciary Service. The MOU was intended to help with the management of the transition of the staff of the Judiciary from the mainstream Public Service to the Judiciary Service.

It is a fact that the work load at the Commission has exponentially increased and this makes it urgent and absolutely essential to have the structure and composition of the Commission reviewed as was earlier proposed in the 2018 Cabinet Paper submitted to the Attorney General then and Cabinet by the 5<sup>th</sup> Commission.

For the next Commission to be more efficient and effective I strongly recommend that: at least five(5) of the Members of the 7<sup>th</sup> Commission are appointed to serve on a full-time basis. This has a budget implication which was

also estimated to support the proposed structural changes for better management of the expanded mandate of the Commission; all members of the Commission should be inducted before they start their work. On the technical side, there was need to review the entire human resource structure with a view of the expanding the same, conduct regularly training needs assessment to identify skill gaps. The officers and staff should have continuous skills development training and a mechanism to assess how the knowledge gained has been applied in the implementation of the programs of the Commission.

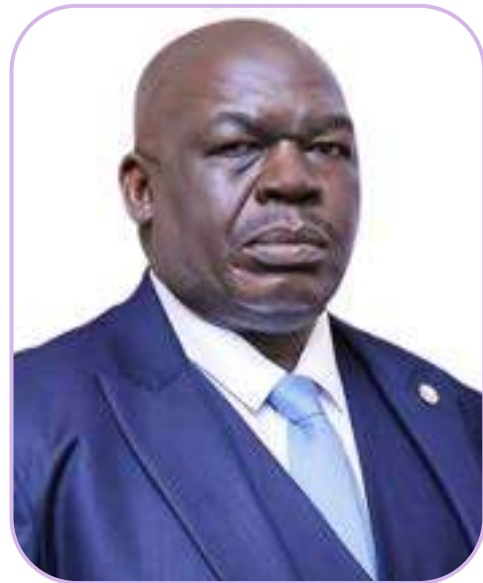
**MESSAGE BY  
COMMISSIONER JIMMY  
OKELLO, MEMBER  
REPRESENTING THE PUBLIC**

I start by appreciating the Appointing Authority for the opportunity he gave me to serve the Judicial Service Commission. I joined the Commission in 2021 and found that the team was already performing their duties. I want to thank the Chairperson of the Commission for assisting me to quickly come on board and start performing my duties as a Member of the Commission.

The roles and responsibilities of the public members nominated by the President of Uganda to the 6<sup>th</sup> Judicial Service Commission (JSC), focuses on their involvement in the Legal Education, Public Affairs, and Research (LEPAR) Committee. The JSC, as mandated by Articles 146 and 147 of the Constitution of Uganda, is responsible for overseeing the Administration of Justice, including Judicial Education and Public outreach on legal matters.

The key activities that the nominated public members participated in, within the LEPAR framework included:

- a) **Public Education and Dissemination:** Lead programs to educate judicial officers and the public on the law and justice administration.
- b) **Research and Development:** Oversee the development of research proposals aimed at improving JSC interactions with the public.
- c) **Public Engagement:** Ensure effective communication between the JSC and the public, addressing concerns and providing feedback.
- d) **Mass Media Campaigns:** Supervise media campaigns to inform the public about access to justice matters.
- e) **Judicial Service Commission Academy:** Oversee the operations of the Academy and regional libraries/resource centers.



- f) **Civic Education:** Initiate and oversee community sensitization programs in various regions, enhancing the public's understanding of judicial processes.

Additionally, the public members are expected to actively participate in recruitment, discipline, research, and civic education, with performance indicators tied to the successful execution of the Judicial Service Commission's second Strategic Plan (FY 2020/2021-FY 2024/2025). This includes attending regional meetings, interacting with stakeholders, and providing accountability to the appointing authorities, including the President, Parliament, and relevant ministries.

The strategic implementation requires proper logistical support, including transportation, to ensure effective outreach and engagement across Uganda. The Commission should seek for necessary resources to meet these objectives and enhance service delivery in the upcoming commissions. Also during the tour of my duty, I observed that there was significant gap of absence of sign language interpreters at courts and in Judiciary in the administration of justice.

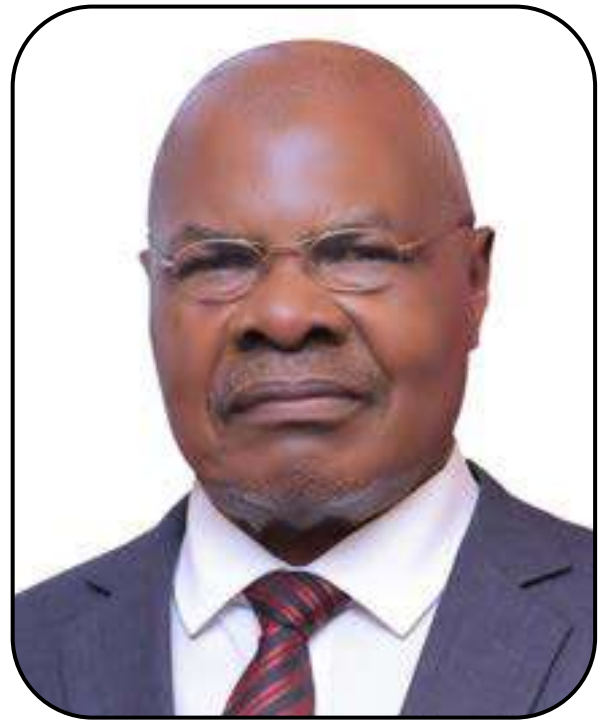
Finally, I am ready to serve for another term in office and I hope H.E the President would grant me the opportunity to do so.

**MESSAGE BY  
COMMISSIONER HAJJI  
LUBEGA WAGWA BADRU,  
MEMBER REPRESENTING  
THE PUBLIC**

I joined the Judicial Service Commission during December, 2021 as Member representing the public. As a newly appointed Member of the Commission, coming from outside the legal fraternity and having no close connection with the Judiciary, I was shy and timid, not knowing how I would strategize to find a common ground with the “learned friends” at the Commission. I was anxious, but highly motivated and excited about the high calibre of people I was going to work with - Justices, Judges, lawyers and advocates.

From the onset, I found a friendly accommodating and easy to approach membership at the Commission. It did not take me long to settle in and get busy with the assigned work. One of the first challenges I encountered was getting used to the new titles and ranks of my Seniors and Juniors. Titles such as Your Lordship, Your Worship, Senior Counsel, and the unique language like most obliged, were all new to me. Another challenge was getting used to and knowing which Articles of the Constitution to refer to when addressing an issue. Thank God, the team I found at the Judicial Service Commission was mature and parental, so they worked with me to quickly get on board.

I moved into the Judicial Service Commission with some positive luck. I was appointed to three Commission Committees which acted as training grounds for me. I was a Member of the Disciplinary Committee, Legal Education and Public Affairs Committee, and the Search and Recruitment sub-committee. Besides I participated in the processes for identifying and recommending suitable



person for appointment on the superior bench (upper bench) as well as the recruitment of Judicial Officers for the lower bench.

Training on the job and learning from the many good positive practices I found at the Commission, I can confidently say that I have enjoyed my work and period of service at the Judicial Service Commission as a Member of the 6<sup>th</sup> Commission. I have gone about my work with confidence and a certain degree of maturity.

Some of the positive and very educative undertaking where I have participated include the following:

1. Recruitment activities of the Commission both for Judicial Officers, Administrative and Other staff of the Judiciary.
2. Visiting prisons and holding dialogue with prison in-mates. These were sorrowful but positive revelations which sharpened my understanding of the responsibilities of Judicial Officers and the Judiciary as a whole in terms of the criminal justice system.

3. Participating in radio talk shows which allowed the public to freely express their feelings and understanding of the Uganda Judicial System and presenting a platform to correct their views and advise them on actions to take,
4. Participating in open barazas with the public, which encouraged exchange of views and educating the public about their rights and expectations vis-a-vis the Laws of Uganda and their interpretations.
5. Visiting selected institutions of learning aimed at interesting the learners to positively participate in promoting the rule of law, knowledge of the law and its procedures and the functioning of the Judicial system of our Country; and
6. Conducting strategic, symbolic and coordination visits to selected Courts such as the new Supreme Court and Court of Appeal Towers, the Industrial Court, High Court circuits in different parts of the country and the Judicial Training Institute.

I am very grateful and highly indebted to the Honourable Chairperson, Justice Benjamin Kabiito, the Honourable Members of the Commission, the Permanent Secretary/ Secretary to the Commission, Dr. Rose Nassali Lukwago, the officers and staff of the Commission for the invaluable contribution made towards the success of my work as a Member of the 6<sup>th</sup> Commission. The support and facilitation accorded to me as an individual and as a new Member of the Commission will forever be treasured.

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## List of Acronyms

ACC	Anti-Corruption Committee
AJA	Administration of the Judiciary Act
CIDA	Complaints, Investigation and Disciplinary Affairs
DC	Disciplinary Committee
FY	Financial Year
GC	Governing Council
H.E	His Excellency
HSC	Health Service Commission
ICT	Information and Communication Technology
IEC	Information, Education and Communication
JLOS	Justice, Law and Order Sector
JSC	Judicial Service Commission
LEPAR	Legal Education, Public Affairs and Research
LEPARC	Legal Education, Public Affairs and Research Committee
MoFPED	Ministry of Finance, Planning and Economic Development
MoJCA	Ministry of Justice and Constitutional Affairs
NDP	National Development Plan
NAM	Non Allied Movement
NPA	National Planning Authority
NRM	National Resistance Movement
PRI	Planning, Research and Inspections
PSC	Public Service Commission
SMS	Short Message Services
SP	Strategic Plan
SRC	Search and Recruitment Committee
UGX.	Uganda Shilling

## EXECUTIVE SUMMARY

This report covers the interventions of the 5<sup>th</sup> and 6<sup>th</sup> Judicial Service Commission to re-brand the Commission's image; re-orient the organizational culture; review the business processes; transform the overall capacity to execute the expanded mandate and to motivate officers and staff for a renaissance. Interventions were undertaken to revive stakeholder engagement, and enlist their support and collaboration for the successful execution of the Commission's mandate.

The above mentioned interventions were necessary given the state of affairs obtaining at the Commission upon the assumption of duty of the Members of the 5<sup>th</sup> Commission on 6<sup>th</sup> December, 2016. It was the firm belief of the Members that a resurgent Commission, exercising its full potential and capacity would make a positive contribution towards reducing the service delivery gap between the people and the Judiciary throughout the justice delivery system in Uganda.

There had been a hiatus of eight (08) months from the lapse of the term of the 4<sup>th</sup> Commission, in March, 2016 to the date of assumption of the 5<sup>th</sup> Commission on 6<sup>th</sup> December, 2016.

The Commission Head Office at the time was housed on the ground floor of Farmers House on Parliament Avenue, Kampala City. Some of the offices and the Registry were in the basements of the said building. It was a well-known fact that the basement rooms at Farmers House were designed as stores for cotton bales for farmers previously. This was therefore, not suitable space for the Commission's work. With no individual offices for the Members, there were challenges faced in the custody of confidential documents and their storage. Therefore, the 1<sup>st</sup> task of the 5<sup>th</sup> Commission was to secure suitable office space so that the hours of work the part time Commissioners committed to JSC's agenda were put to optimum use. This was achieved in 2018 and it was a major game changer in terms of facilitating delivery on all the functions of the Commission.

The 5<sup>th</sup> Commission undertook a situational analysis of the state of affairs obtaining at the Commission and made findings especially in terms of the workload and the resources of the Commission, and even the numerous complaints.

It was on the basis of those findings that the 5<sup>th</sup> Commission prioritized the completion of the process of developing the JSC Strategic Plan I. The draft JSC SP I had not been formally discussed and adopted by the previous Commission. Therefore, as part of rebranding and sharpening the strategic positioning and direction of Commission, the Chairperson and Members of the 5<sup>th</sup> Commission completed the development and adoption of the JSC Strategic Plan I, which set a clear vision, mission, strategic objectives and goals for the five years period (2016/2017 – 2019/2020). The Secretary to the Commission/Permanent Secretary had also just assumed office for two months, the previous one having been transferred to the Judiciary. She was therefore, still internalizing the mandate of the Commission, its operational structures and how best to move forward to address the challenges and gaps identified.

The officers and staff of the Commission were anxious, demotivated and uncertain about

their future. There were reports of high staff turnover as many of the technical staff explored opportunities in other more promising agencies and ministries.

The work that has to be performed by the Members of the Commission, such as identification and recruitment of Judicial Officers and conducting disciplinary proceedings, had stalled for the 9 months period. Complaints had accumulated and there were reports that many complainants had lost interest in pursuing the outcome of the Commission's disciplinary processes due to the long delays in disposing of disciplinary matters. It was only the Education and Public Affairs function where public engagements and sensitization programmes continued, offered by the officers of the Commission in addition to printing information and education materials and disseminating them to the selected target leaders and generally to court users.

The Commission's vehicle fleet was ageing and the Commission officers and staff faced constraints in attending to field work activities, such as investigation of complaints across the country and court inspections to assess quality assurance of judicial services.

The operational budget of the Commission which was **UGX 3.375billion** annually was the lowest compared to the other constitutional appointing Commissions partly because all Members of JSC work on a part time basis apart from the Chairperson of the Commission. The Commission Secretariat was understaffed, far below the human resource complement in the approved establishment at the time. Attracting competent and well exposed staff to the Commission to take up critical position was a major challenge. This meant that there was inadequate staff essential to facilitate the work of the Commission to achieve its mandate. The emoluments of the Members were not commensurate to the responsibilities entrusted to their care and the sensitiveness of their work. This is another aspect that was prioritized by the Members so that those appointed on a part time basis commit sufficient time to the Commission's work.

This End of Term Report therefore, captures the interventions undertaken, the gains consolidated under the 5<sup>th</sup> and 6<sup>th</sup> Commissions, the challenges encountered and the recommendations for further actions to be undertaken by the 7<sup>th</sup> Commission.

# CHAPTER ONE

## 1.1 INTRODUCTION

The Judicial Service Commission is a constitutional body set up under Chapter 8 of the Constitution of the Republic of Uganda, alongside the Judiciary. The Commission fosters an accountable and effective judicial service, strengthens the rule of law and the proper administration of justice in Uganda, which are prerequisites for the socio-economic and political transformation of the country.

## 1.2 BACKGROUND

Judicial power is derived from the people of Uganda and is exercisable by the courts, in conformity with the Constitution, other laws applicable and values, norms and aspirations of the people. The role of the Judicial Service Commission is to identify and select suitable persons to be appointed as Judicial Officers and staff of the Judiciary to deliver judicial services to the people and those within the jurisdiction of Uganda.

The Commission associates itself with the National Vision 2040 of “*A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years*”, the National Development Plan III, the NRM manifesto and other planning frameworks of Government which are intended to make Uganda better so that the people live in peace, harmony and prosperity. As the People's bridge to Justice, the Commission implements its functions in order to reduce the gap between the people and the Judiciary with respect to the administration of justice needs. In this regard, the Commission plays a critical role in providing quality assurance of the delivery of judicial services by the Judiciary.

In the process of transforming Uganda conflicts, disagreements and violation of rights may arise/occur and it is important that these are resolved in a systematic and timely manner to avoid escalation into anarchy. This is where the role of the Judiciary becomes critical to resolve such conflicts and violations in a timely manner in line with set principles and rules that facilitate access to justice for all parties. The Commission provides the human resource that delivers judicial services and supports the continuous development of the human resource of the Judiciary. To ensure quality assurance, the Commission exercises disciplinary powers over those who fail to operate within the parameters set within the laws of Uganda and other regional and international instruments Uganda has assented to.

## 1.3 PURPOSE OF THE REPORT

This report presents the highlights of the performance of the 5<sup>th</sup> and 6<sup>th</sup> Commission in terms of the achievements, challenges faced and overcome, lessons learnt and recommendations to further improve on delivery of the mandate by the 7<sup>th</sup> Commission.

## 1.4 CONSTITUENT MEMBERSHIP OF THE COMMISSION

Article 146 of the Constitution of the Republic of Uganda provides for the composition of the Commission comprising of nine (09) Members representing different constituencies as follows:

- (a) The Chairperson and a Deputy Chairperson who shall be persons qualified to be appointed as Justices of the Supreme Court, other than the Chief Justice, the Deputy Chief Justice and the Principal Judge;

- (b) One person nominated by the Public Service Commission;
- (c) Two (02) Advocates of not less than fifteen years' standing nominated by the Uganda Law Society;
- (d) One Judge of the Supreme Court nominated by the President in consultation with the Judges of the Supreme Court, the Justices of Court of Appeal and Judges of the High Court; and
- (e) Two (02) Members of the public, who shall not be lawyers, nominated by the President;

The Attorney General is an ex-officio member of the Commission and the Secretary of the Commission attends the meetings of the Commission and keeps records of all the meetings and decisions of the Commission.

#### **1.4.1 Term of Service of Members of the Commission**

Members of the Commission serve a term of four (4) years which is renewable once.

#### **1.4.2 Appointment of the 5th Commission**

The 5<sup>th</sup> Commission was appointed by H.E the President on 6<sup>th</sup> December, 2016 for a term of four (04) years which expired on the 22<sup>nd</sup> of December, 2020.

##### **1.4.2.1 Members of the 5<sup>th</sup> Commission**

Hon. Justice Benjamin Kabiito	Chairperson
Hon. Lady Justice Faith Mwendha	Deputy Chairperson
Hon. Justice Jotham Tumwesigye	Member representing the Judiciary
Hon. Justice Richard Buteera	Member representing the Judiciary
Ms. Ruth Sebatindira SC	Member representing Uganda Law Society
Ms. Norah Mirembe Matovu Winyi	Member representing Uganda Law Society
Hon. Rosemary Nyakikongoro	Member representing the Public
Hon. Christine Amongin Aporu	Member representing the Public
Dr. Laban Nnini Kirya	Member representing Public Service Commission
Hon. William Byaruhanga	Attorney General Ex-Officio Member
Dr. Rose Nassali Lukwago	Secretary/ Permanent Secretary

#### **1.4.3 Appointment of the 6<sup>th</sup> Commission**

The 6<sup>th</sup> Commission was appointed by H.E the President in December, 2020 for a term of four (04) years. The Members took office effective 21<sup>st</sup> January, 2021 and the term of office expired on 21<sup>st</sup> January, 2025.

##### **1.4.3.1 Members of the 6th Commission**

Hon. Justice Benjamin Kabiito	Chairperson
Hon. Lady Justice Faith Mwendha	Deputy Chairperson
Hon. Justice Jotham Tumwesigye	Member representing the Judiciary
Hon. Justice Richard Buteera	Member representing the Judiciary
Ms. Ruth Sebatindira SC	Member representing Uganda Law Society
Ms. Norah Mirembe Matovu Winyi	Member representing Uganda Law Society
Hon. Rosemary Nyakikongoro	Member representing the Public
Hon. Christine Amongin Aporu	Member representing the Public
Dr. Laban Nnini Kirya	Member representing Public Service Commission
Hon. William Byaruhanga	Attorney General Ex-Officio Member
Dr. Rose Nassali Lukwago	Secretary/ Permanent Secretary

#### **1.4.4 Replacements of Members of the Commission**

Following the retirement of the Hon. Justice Jotham Tumwesigye from the Judiciary in early 2020, the Hon. Justice Richard Buteera was appointed Member of the Commission representing the Judiciary. Hon. Justice Buteera served at the Commission for a short while from July to November, 2020 before he was appointed the Deputy Chief Justice in November, 2020 by H.E the President of Uganda.

Hon. Justice Stella Arach Amoko was appointed Member of the 6<sup>th</sup> Commission representing the Judiciary in December, 2020 and took office on 21<sup>st</sup> January, 2021. Following her demise in May 2023, H.E the President appointed Hon. Justice Elizabeth Musoke as a Member of the Commission in February, 2024 and after the swearing in ceremony held at the main High Court Building in Kampala.

### **1.5 MANDATE OF THE JUDICIAL SERVICE COMMISSION**

Article 147, 148 and 148A prescribe the mandate of the Judicial Service Commission. While the role of the Judiciary is to adjudicate disputes, uphold the rule of law, protect human rights and ensure the proper administration of justice, the mandate of the Commission is to ensure that competent, ethical, diligent and capable Judicial Officers and administrative and other staff of the Judiciary are appointed through a fairly conducted process and to provide quality assurance over the delivery of judicial services through provision of judicial and public legal education and handling disciplinary matters.

This is done (1) through timely selection, recruitment and appointment of Judicial Officers and other staff of the Judiciary; (2) through provision of public legal education to empower the people to appreciate and demand for the proper administration of justice and (3) provision of judicial education to enhance competence of Judicial Officers and their understanding of how a functional Judiciary contributes to the socio-economic and political development of Uganda; and (4) by offering a responsive public complaints handling mechanism through disciplinary proceedings and sanctioning of errant Judicial Officers and administrative and other staff of the Judiciary.

The Commission executes its mandate through the nine (09) Members with the support of the Commission Secretariat. Presently, only the Chairperson, out of the nine (09) Members serves in full time capacity despite the expansion of the mandate of JSC by the constitutional amendments of 2015 and the enactment of the Administration of the Judiciary Act (Cap. 4) in 2020.

#### **1.5.1 Functions of the Commission**

##### **1.5.1.1 Under Article 147 of the Constitution**

1. Advise the President in the exercise of his power to appoint suitable persons to hold or act in the office of Chief Justice, Deputy Chief Justice, Principal Judge, justice of the Supreme Court, Justice of Appeal and Judge of the High Court, Chief Registrar and Registrar of courts of judicature, which includes power to confirm appointments, to exercise disciplinary control over such persons and to remove them from office in line with the law.
2. Review and make recommendations on the terms and conditions of service of Justices, Judges, other Judicial Officers, administrative and other staff of the Judiciary.

3. Prepare and implement programmes for the education of, and for the dissemination of information to Judicial Officers and the public about law and the administration of justice.
4. To receive and process people's recommendations and complaints concerning the Judiciary and the administration of justice in Uganda.
5. To act as a link between the people and the Judiciary.
6. To advise the Government on ways of improving administration of justice; and
7. Carry on any other function prescribed by the Constitution or by Parliament which presently includes appointing members of the Industrial Court, tribunals like the Tax Appeals Tribunal and other quasi-judicial bodies.

#### **1.5.1.2 Under Article 148 of the Constitution**

The Commission has the mandate to appoint persons to hold or act in any judicial office from the level of Deputy Registrar to Magistrate Grade I, to confirm such appointments and exercise disciplinary control over persons holding or acting in such offices and remove such persons from office due to indiscipline.

#### **1.5.1.3 Under Article 148A of the Constitution**

The Commission has the mandate to appoint, discipline and remove such staff of the Judiciary as defined in the provisions of the Administration of Judiciary Act (Cap. 4).

#### **1.5.1.4 The Judicial Service Commission Regulations**

The Judicial Service Commission Regulations, 2025 set out the offences of indiscipline that a Judicial Officer can be penalized for if he or she does all or any of the following:

- a) Conducts himself or herself in any manner damaging the good image, honor, dignity, and reputation of judicial service;
- b) Practices discrimination or corruption, whether for personal advantage or gain or that of any other person;
- c) Practices favoritism whether based on sex, race, ethnic origin, tribe, birth, creed or religion, social or economic standing, political opinion or disability;
- d) Is a habitual late comer, absents or absconds from duty without reasonable excuse;
- e) Is disobedient to authority, rude, abusive, and disrespectful or uses vulgar language;
- f) Is lazy and or produces poor standard work; and /or
- g) Is not trustworthy or lacks integrity in public or private transactions; among other.

The disciplinary offences highlighted above also apply to the administrative and other staff of the Judiciary. If a Judicial Officer or staff of the Judiciary is found culpable he or she is sanctioned and the possible sanctions are highlighted in the JSC Regulations.

### **1.6 STANDING COMMITTEES OF THE COMMISSION**

To facilitate the work of the Commission and enhance efficiency the 5<sup>th</sup> Commission set up two more Standing Committees in addition to the Disciplinary Committee that already existed. The 6<sup>th</sup> Commission added another committee and executed its work through the four (04) Standing Committees namely:

- (i) Search and Recruitment Committee and its subcommittee (SRC)
- (ii) Legal Education, Public Affairs and Research Committee (LEPARC);
- (iii) Disciplinary Committee (DC) and its subcommittee; and
- (iv) Anti-Corruption Committee (ACC).



The Committees formulate policy frameworks for their areas of focus; determine the implementation strategy and advise on work plans; supervise and oversee the Directorates and department's execution of the agreed programs and activities and render periodic reports and recommendations for consideration and decision making by the Commission.

## **1.7 ADMINISTRATION OF THE COMMISSION**

### **1.7.1 Office of the Chairperson, Article 146 (6)**

Article 146 (6) of the Constitution provides that the Office of the Chairperson shall be full-time. Section 4 of the Judicial Service Act provides that the Chairperson shall be the Head of the Commission and shall be responsible for the administration of the Commission and shall monitor and supervise the work of the Secretary.

### **1.7.2 Office of the Secretary**

Section 6 of the Judicial Service Act provides that there shall be a Secretary to the Commission who shall be appointed by the President on the advice of the Public Service Commission. The functions of the Secretary are stipulated in Section 4 of the Judicial Service Act. These include to ensure the implementation of the policy decisions of the Commission and to manage the day-to-day administration and affairs of the Commission including having control of the other staff of the Commission.

### **1.7.3 The Commission Secretariat**

Section 7 of the Judicial Service Act stipulates that the Commission shall have such other officers and employees as may be necessary for the discharge of its functions. The officers and employees are public officers. The Directorates and departments of the Commission support the work of the Standing Committees and the Commission.

## **1.8 EXECUTION OF THE COMMISSION MANDATE**

The 5<sup>th</sup> Commission completed the drafting of the first JSC Strategic Plan (JSC SP I) (FY 2015/2016 - 2019/2020) through which it executed its mandate. Similarly, the 6<sup>th</sup> Commission developed the Second JSC Strategic Plan (JSC SP II) (FY 2020/2021 - 2024/2025) which provided the strategic direction and guidance for the implementation of the Commission's mandate through the annual work plans and the budget framework papers.

The term of office of the 6<sup>th</sup> Commission ended with only five (5) months to the end of the period for the JSC SP II. Therefore, it is crucial that the process of developing the JSC SP III (FY 2025/2026–2029/2030) starts immediately led by the Commission Secretariat so that by the end of the current financial year 2024/2025 a draft JSC SP III is in place. Then the 7<sup>th</sup> Commission will finalize the process of its adoption and alignment with the NDP IV and other planning frameworks at regional and international levels. The End of Term Report provides a quick snap shot of where the Commission has been, is current status and provides pointers in terms of where it should focus in the next strategic planning period.

### **1.8.1 The Vision**

**“A Commission of excellence that acts as a people's bridge to justice and promotes an accountable Judiciary.”**

### 1.8.2 The Mission

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

### 1.8.3 Commission Theme

The theme for the 5<sup>th</sup> and 6<sup>th</sup> Commission was to be a “People's Bridge to Justice.”

### 1.8.4 Commission Goal

The Goal was to achieve “Enhanced Access to Justice for All.”

### 1.8.5 Strategic objectives of the Commission

1. Increase efficiency and effectiveness in the recruitment process;
2. Expedite the disciplinary and complaints handling processes;
3. Strengthen the judicial education and public legal education programmes;
4. Establish effective systems to enhance the anti-corruption handling mechanisms and monitor positive change;
5. Improve the mechanism for the periodic review of the terms and condition of service for Judicial officers and the administrative and other staff in the Judiciary Service; and
6. Strengthen the institutional capacity of the Commission to deliver on its constitutional mandate.

## CHAPTER Two

### ACHIEVEMENTS OF THE 5<sup>TH</sup> AND 6<sup>TH</sup> COMMISSION

#### 2.0 Introduction;

The Members of the 5<sup>th</sup> Commission were sworn in on 6<sup>th</sup> December 2016. Upon undertaking a situational analysis of the state of affairs at the Commission, it was resolved that the Commission needed to:

- i. Embrace a transformation strategy;
- ii. Review the business processes to promote efficiency and effectiveness;
- iii. Motivate the Commission staff and have the human resource gaps addressed;
- iv. Secure suitable office accommodation and provide offices for the Members;
- v. Enhance the Commission's operational budget and overall capacity to execute its mandate, and
- vi. Re-tool the fleet and equipment for the Members and Commission Secretariat.

Following a petition made by the Members to the Speaker of the 10<sup>th</sup> Parliament, a delegation of the Members of the Legal and Parliamentary Affairs Committee of Parliament visited the Commission offices at Farmers House for an inspection to assess the suitability of the offices for the work of the Commission. The inspection report of the Committee was considered by Parliament and budgetary provisions were appropriated for the Commission to secure suitable office accommodation. In the meantime, as the process of obtaining suitable office space unfolded, the Commission used alternative facilities to ensure that work continued, particularly the identification of suitable persons to be appointed as Judicial Officers on the higher bench including for the position of the Deputy Chief Justice to replace Hon. Justice Kavuma in 2018 and first enhanced number of High Court judges.

The new offices were at Lotis Towers on Mackinnon Road, Nakasero in Kampala and this significantly enhanced the image and profile of the Commission among its clients including the Judiciary, the stakeholders in the justice, law and order sector and generally within the public.

Currently the Commission offices are at Kingdom Kampala Building, Nile Avenue on the 8<sup>th</sup> Floor. The office accommodation includes offices for all the Members of the Commission, and the officers and staff of the Commission Secretariat. The provision of offices for each Member of the Commission right from Lotis Towers enhanced their presence at the Commission and productivity. The security of documents and their safe custody is also fully realized. With the Commission set to move to a permanent office location at the Justice Law and Order Sector (JLOS) Complex in Naguru in Kampala in May/June, 2025 office accommodation challenges will finally be an issue of the past.

The Commissioners together with the Secretary and other senior management staff visited the office premises in Naguru to ascertain their suitability for the work of the Commission. This is a very good development as it will save tax payers money for renting office premises for the Commission. This money can then be reallocated to enhance the delivery of its program.

## **2.1 EMBRACING A TRANSFORMATION STRATEGY**

A number of interventions were undertaken by the 5<sup>th</sup> Commission to transform the responsiveness of the Commission in the execution of its constitutional, statutory and regulatory mandate. These were smoothly followed up by the 6<sup>th</sup> Commission with a focus on each function output and the expected outcomes as highlighted in JSC Strategic Plan I and JSC Strategic Plan II.

### **2.1.1 Review and Re-organization of the JSC Establishment Structure**

The review and re-organization of the establishment structure of the Commission was necessitated following the enactment of Article 148A of the Constitution relating to the appointment, discipline and removal from office of the administrative and other staff of the Judiciary. The expanded mandate of the Commission warranted a comprehensive review and re-organization of its establishment structure during the implementation of the JSC Strategic Plan I to enhance its human resource capacity and address the budgetary implications. The new JSC establishment structure was approved by Ministry of Public Service in February, 2021.

The establishment staff structure was again reviewed in May, 2024 revised and approved by the Ministry of Public Service to include the structure for the Regional Offices of the Commission. The review and re-organization of the JSC staff structure enhanced the capacity of the Commission in the following terms:

- 1) The number staff in the approved staff structure increased from 114 in 2018 to 142 in 2021;
- 2) As at June 2024, the approved staff structure was increased from 142 to 196, to cater for the staff of the six (6) Regional Offices.
- 3) By the end of Financial Year 2023/2024, the Commission had 102 positions filled out of 142 positions at headquarters and none filled out of the 54 positions at regional office level. Hence a 71.8% staffing level at headquarters was achieved and 52% overall staffing level inclusive of the staff for the regional offices.

The staff structure may need to be reviewed from time to time as the demand may arise. However, as the staffing increases so is the need for an enhanced budget to cover wage and the intended programs of the Commission. In the meantime, the Commission works collaboratively with different government agencies and other stakeholders to bridge the resource gaps for programs implementation as shown in this Report.

### **2.1.2 Establishment of Committees and Sub-Committees of the Commission**

As part of the re-organization of the structure of JSC, Committees and subcommittees were established to handle specific functions and to report to the full Commission to facilitate decision making. At the start of the 5<sup>th</sup> Commission only the Disciplinary Committee existed and this was provided for in the JSC Regulations.

As the workload increased it was apparent that more work had to be done at the Committee level. This is when the Search and Recruitment Committee and the Legal Education, Public Relations and Research Committee were established. When the Commission fully took on the task of recruiting and disciplining the administrative and other staff of the Judiciary after the enactment of the Administration of the Judiciary Act (Cap 4) in 2020, the sub-committees of the Search and Recruitment Committee and the Disciplinary Committee were established. The committees and subcommittees are aligned to the Directorates and departments of the Commission. The technical staff of the Directorates and departments support the functioning of the committees and sub-committees of the Commission.

**By the end of the 6<sup>th</sup> Commission the following Committees had been created:**

- a) Search and Recruitment Committee (SRC);
- b) Legal, Public Affairs and Research Committee (LEPARC);
- c) Disciplinary Committee; and
- d) Anti-corruption Committee.

**The subcommittees are:**

- a) Sub-committee on Search and Recruitment; and
- b) Sub-committee for Disciplinary Affairs of administrative and other staff of the Judiciary.

The subcommittees report to their respective Committees before the final report with recommendations is presented to the Commission in one of the monthly meetings for consideration and decision making. The creation of subcommittees enabled the Commission to expeditiously handle the recruitment and disciplinary matters of the administrative and other staff of the Judiciary. The 6<sup>th</sup> Commission having a member whose term of office expired at the Public Service Commission in 2022 was a big blessing in disguise as this enabled the Member to fully commit his time to the work of the Commission and to set up systems for the first time to handle the affairs concerning this category of staff of the Judiciary in a timely manner. This is one of the reasons why as outgoing Members strongly advocate for the appointment of the Members of the Commission or at least 5 of the Members, in full time capacity. Therefore, the constitutional and statutory amendments must happen very fast to address this critical gap and challenge the 7<sup>th</sup> Commission will be faced with.

**2.1.3 Establishment of Directorates and Departments of the Commission**

The review and re-organization of the structure led to the creation of two (02) Directorates, namely the Directorate of Complaints, Investigations and Disciplinary Affairs (CIDA) and the Directorate of Legal Education, Public Affairs and Research (LEPAR). The Human Resource Management department was curved out from Finance and Administration department. The net effect of this review was that the Commission is now supported by two Directorates and two (02) departments.

There was a change in the nomenclature of the Directorates, for instance, the Directorate of Education and Public Affairs (EPA) changed to the Directorate of Legal Education, Public Affairs and Research (LEPAR) while the Directorate of Planning, Research and Inspection (PRI) changed to Directorate of Complaints, Investigations and Disciplinary Affairs (CIDA). The impact of the review of the Commission Secretariat structure has ensured distinct specific functions within the Directorates and departments and led to an increase in the staffing level. With a better streamlined Secretariat, there has been increased interest within the legal fraternity to respond to the job adverts for vacancies within the Commission Secretariat.

### **2.1.4 Amendment of the Article 146 (6) of the Constitution**

It was recognized from the onset by the 5<sup>th</sup> Commission that the part-time nature of the majority of the Members of the Commission severely constrains the responsiveness of the Commission to execute its wide mandate in a timely manner.

It was on this basis that the 5<sup>th</sup> Commission working closely with the First Parliamentary Council at the Ministry of Justice and Constitutional Affairs drafted a Cabinet Paper to justify the need for a constitutional review on the composition and structure of the Commission.

#### **2.1.4.1 Justification for the Amendment of the Constitution**

The proposed amendment to the Constitution by the 5<sup>th</sup> Commission was premised on the oversight mandate that the Commission has over the Judiciary Service. The proposed amendment takes cognizance of the following:

1) Challenges in the fulfilment of the Commission's mandate in light of the growing Ugandan population that currently stands at an estimated 45 million Ugandans. An increase in the population has a consequential effect of an increment in the demand for judicial services. Therefore, there is an increase in the demand for education about the justice delivery system in Uganda. If people are not adequately educated about the laws and administration of justice more cases will end up in the courts for adjudication. With an increase in the number of cases filed in courts, there is need for more Judicial Officers and administrative and other staff in the Judiciary Service. If the human resource needs of the Judiciary are not addressed in a timely manner there shall be an increase in the number of complaints lodged against Judicial Officers and administrative and other staff of the Judiciary. With more complaints there is need for faster handling of the complaints so that Judicial Officers and the staff can concentrate on the adjudication of cases.

2) With the expanded mandate of the Commission which was previously handling matters concerning about 400 Judicial Officers today this number has significantly increased to more than 700 Judicial Officers in addition to over 2000 administrative and other staff of the Judiciary. It is no longer tenable to be efficient and effective with 90% of the Members serving on a part time basis.

Though the members of the 5<sup>th</sup> and 6<sup>th</sup> Commission set the bar high in terms of delivery on set tasks and the turnaround time, this meant working very long hours. Having committed, results-orientated and competent technical staff is crucial with the current composition and over the eight years staffing at the Commission has increased thus having a team with a good mix of skills and competences.

The key challenge remains with the complaints handling system as the inflow of complaints is higher than the disposal rate. This is partly linked to the composition of the Commission with the majority of Members serving on a part time basis.

The other reality is that when recruitment was on-going for the increasing number of declared vacancies, it was impossible during the 6<sup>th</sup> Commission for the Members to engage effectively in the other functions of the Commission for example, participation in Judicial education which is critical for enhancing performance and quality assurance. The Members' participation in public legal education programs was also significantly scaled down when the same Members had to handle recruitment and disciplinary matters

concerning administrative and other staff of the Judiciary. The Members' participation in these engagements is crucial for bridging the people to the justice delivery system and respond to their concerns and needs.

In light of these factors, it was deemed necessary that the Constitution be amended to address these constraints:

**a) Proposed amendment in terms of Membership of the Commission**

The Membership of the Commission to be increased from 8 members and the Attorney General as an ex-officio member to have at least three representatives from the Uganda Law Society and four representatives from the public who are non-lawyers. In order to enhance the Commission's ability to handle all its functions in a timely and consistent manner all Members of the Commission should be appointed on a full-time basis. In the alternative, the three or four members representing the public, at least one member nominated by the Uganda Law Society and the representative nominated by the Public Service Commission should be appointed on a full-time basis.

**b) Expansion of judicial services**

Over the last 8 years the number of Judicial Officers has increased from about 400 to the present number of over 700. As this number increases more administrative and other staff are required to manage the courts established across the country. As one of the final assignments of the 6<sup>th</sup> Commission hundred (100) court clerks were recruited.

The enactment of the Administration of the Judiciary Act (Cap 4) in 2020 concretized the expansion plan as the budget of the Judiciary significantly increased. This is a very welcome development and it is in line with the Commission's Goal of increasing access to justice for all.

The 7<sup>th</sup> Commission will have to remain responsive as judicial services are taken closer to the people. The Judiciary has plans which include the following:

- a) Decentralize the Court of Appeal to five regions in Uganda. The number of Justices of the Court of Appeal was increased by Parliament 35 including the Deputy Chief Justice
- b) increase the number of High Court Circuits from 14 to 20;
- c) establish 82 chief magisterial areas from the 38 chief magisterial areas that currently exist in Uganda; and
- d) Increase the number of independent Magistrate Grade I courts from 112 to 384 courts.

As a result of the expansion of the judicial service delivery structure the need for judicial education and public legal education increased exponentially. The more awareness created among local leaders and the general public about how the justice delivery system works, the easier it is for justice seekers to navigate the system and secure results. Therefore, JSC education function has to be prioritized in terms of budgeting and program delivery.

If the people from whom judicial power is derived remain uninformed about the developments in the justice delivery system there is bound to be an increase in the number of complaints concerning corruption and maladministration of justice lodged at the

Commission against Judicial Officers and/or administrative and other staff of the Judiciary. The exponential growth of the Judiciary requires a full-time Commission with a well-resourced Secretariat to optimize efficiency and effectiveness in handling the expanded mandate.

### **c) The fight against corruption and maladministration of justice**

To eliminate corruption and maladministration of justice requires an informed populace and having merit-based recruitment of Judicial Officers and administrative and other staff in the Judiciary Service. This is the first call of duty for the Commission and a lot of effort was invested by the 5<sup>th</sup> and 6<sup>th</sup> Commission in streamlining the recruitment process, producing and disseminating information about the areas of the law where most disputes arise and about the justice delivery system. A dedicated team was set up during the 6<sup>th</sup> Commission within the Commission Secretariat and tasked with the responsibility to raise awareness about eliminating corruption in the justice delivery system.

The staff and Commission Members on the Anti-Corruption Committee were specially trained on how to expeditiously investigate and process complaints against corruption and how to identify corrupt tendencies and practices in the justice delivery system. Through the periodic interaction with the leadership of the Judiciary, Judicial Officers and staff at different courts and at the Annual Stakeholders meeting, the Members brought their findings on best practices as well as concerns and challenges to the attention of the Judiciary and other stakeholders in the justice delivery chain to find ways of promoting the best practices and cascading them to different courts and agree on actions or measures to address the gaps

Efforts were made by the 5<sup>th</sup> and 6<sup>th</sup> Commission to reduce on the bureaucratic and complex process of handling complaints on corruption against Judicial Officers. Use of proactive approaches including education and awareness creation to encourage people to speak out during Community baraza, court users' engagements or open day sessions organized by the Judiciary has helped as preventive mechanisms against corruption. Processes of investigations and intelligence gathering as well as systematic recording and analysis of findings have been improved through on-job training and increase in use of technology. These are all intended to expedite the handling of complaints against Judicial Officers and other staff in the Judiciary Services. Needless to state that even with these commendable achievements more needs to be done to reduce the average time a disciplinary complaint remains in the JSC complaints handling system, from the time of registration to the final disposal of a complaint. This has to be used as a deterrence mechanism when those found culpable are made to account in a timely manner. Investigating allegations of corruption has to be timely before tracks and evidence is tampered with. Once the investigations are completed it is essential that the Disciplinary Committee is convened so that the findings are discussed and where a hearing is needed, it is conducted quickly so that the Commission makes a timely decision. This has been the strategy of the 5<sup>th</sup> and 6<sup>th</sup> Commission and it is the other reason that justifies the amendment of the Constitution and the Judicial Service Act to address the composition and part time nature of the Commission.

#### **2.1.4.2 Proposals for the Amendment of the Constitution**

The Commission made proposals for amendment of the Constitution as follows:

- a) Amend Article 144 (4) to provide for the sole responsibility of the Commission to make recommendations to the President for the removal of a Judge.



- b) Amend Article 146 (6) to provide for the full-time appointment of the Deputy Chairperson and Members of the Commission or to increase the number of Members from 9 to 13.
- c) Amend Article 146 (7)(b) to provide for an increase in the tenure of members of the Commission from a term of four (04) years to five (05) years to align the period with that of the National Planning Framework of Government.
- d) Amend Article 146 (2) to provide for the power of the Commission to recruit the staff for the Commission Secretariat and for the self-accounting status of the Commission.
- e) Amend Article 147 to provide for the investigative mandate of the Commission

#### **2.1.4.3 Way forward**

The Commission rendered its proposals for the amendment of the Constitution in 2018, before the passing of the Administration of the Judiciary Act, 2020. There is, therefore, need for alignment of the proposals with the legal provisions in the Administration of the Judiciary Act in light of the expanded mandate that the Commission has over administrative and other staff of the Judiciary. To keep pace with the expansion of the Judiciary and its human resource the need to review the composition of the Commission and part time appointment cannot be over emphasized as it is part of the Commission's transformation agenda.

It should also be noted that the Commission's submission to Cabinet was positively considered in 2018 though this did not proceed further owing to Government's decision to undertake a comprehensive constitutional review process so that other proposals for amending the Constitution are handled together with those raised in relation to JSC.

#### **2.1.5 Amendment of the Judicial Service Act (Cap 14)**

The Judicial Service Act, (Cap 14) was enacted by Parliament in 1997 to operationalize the functioning of the Commission as provided for under Chapter 8 of the 1995 Constitution of Uganda. Once the Constitution is amended it will be necessary to amend the Judicial Service Act as well.

The Members of the 5<sup>th</sup> Commission noted that even in a situation where the amendment of the Constitution is delayed some emerging issues emanating from the enactment of the Constitution (Amendment) Act in 2015, which expanded the Commission's mandate to include the appointment, discipline and removal of administrative and other staff of the Judiciary, it is necessary to amend the Judicial Service Act. The proposed amendments of the Judicial Service Act sought to give effect to Articles 147 (1) (b) and 148A of the Constitution.

##### **2.1.5.1 Proposed Principles for Amending the Judicial Service Act (Cap 14)**

The proposed principles for the Judicial Service Act (Amendment) Bill 2018 provided for:

- a) amendment of the short title of the Judicial Service Act (Cap 14) to the Judicial Service Commission Act. This was intended to reduce confusion with the new term “Judiciary Service” created in the Administration of the Judiciary Act.
- b) amendment of the purpose of the Judicial Service Act to include the Commission's expanded mandate as provided for in Sections 6 and 7 of the Constitutional (Amendment) Act 2015.
- c) an expanded definition section to include staff of the Judiciary and the Judiciary Service among others.
- d) include specific duties of the Deputy Chairperson.

- e) the scope of duties of the Members of the Commission.
- f) the terms and conditions of service of Members the Commission as contained in Article 146 of the Constitution;
- g) the functions of the Commission as stipulated in Article 147 of the Constitution and sections 6 and 7 of the Constitutional (Amendment) Act 2015.
- h) provide for the independence of the Commission.
- i) powers of the Commission to appoint and discipline staff of the Commission and determine their terms and conditions of service.
- j) Provide for the power to set up committees and sub-committees to facilitate efficiency and effectiveness of the Commission in the performance of its various functions.
- k) include more specific provisions on the jurisdiction of the Commission.
- l) the establishment of regional offices of the Commission.
- m) the nature of complaints handled by the Judicial Service Commission.
- n) review the limitation period within which a complaint against indiscipline can be lodged before the Commission.
- o) the quasi-judicial powers of the Commission.
- p) the investigative function of the Commission.
- q) the holding of Judicial Officers and staff of the Judiciary jointly and/or severally liable for the losses caused by the negligent performance of their duties.
- r) powers of access to information and documents and for search.
- s) the right of appeal against the decision of the Commission.
- t) provision against obstruction of the Commission when implementing its mandate.
- u) the powers of the Commission to acquire assistance of any department, bureau, office, agency or person in the performance of its functions.
- v) exemption of the Commission staff from civil and criminal proceedings for act emanating from the right performance of their duties.
- w) a duty of disclosure by financial institutions, telecommunication companies and any other institution or government agency to facilitate the investigations of the Commission particularly against fraud and corruption; and
- x) immunity from liability of employees and agents of such entities for furnishing the Commission with information from any criminal or civil proceedings.

The submission was rendered to the Ministry of Justice and Constitutional Affairs in 2018. As observed with the Cabinet Memoranda on the proposed Principles for the amendment to the 1995 Constitution, there is also need for review of the Cabinet Memoranda on the proposed Principles for the amendment to the Judicial Service Act that was considered in 2018, in view of the implications of the enactment of the Administration of the Judiciary Act, 2020. that need. This is a matter that remained pending and needs follow up by the 7<sup>th</sup> Commission.

### **2.1.6 Development of the Strategic Plans**

A Strategic Plan of any organization defines its direction, objectives and goals. A strategic plan of a Government agency articulates its strategic direction in line with the overall strategic objectives of the National Development Plan, the National Vision, ruling party Manifesto, Justice Law and Order Sector (JLOS) Programme (applicable at the time) and linkages to Government priorities, and global and regional initiatives.

#### **2.1.6.1 Development of Judicial Service Commission First Strategic Plan (JSC SP I FY2015/16 - 2019/20)**

The 5<sup>th</sup> Commission, considered, prepared and launched the 1<sup>st</sup> JSC Strategic Plan (JSC SP I) (2015/2016- 2019/2020) in 2017 which was within the first year of service. None of the

previous Commissions had fully developed and adopted a Strategic Plan for the Commission. The first year of implementation of the JSC SP I was in the FY 2017/2018. This was intended to align the JSC Strategic Plan I with the timeframe of the National Planning framework of Government, which is a five (05) years planning period. The Commission formulated the Vision and Mission, agreed on the Core Values to uphold at all times and the Strategic Objectives which were included in the JSC Strategic Plan I (FY (2015/2016 -2019/2020).

### **2.1.6.2 Development of the Judicial Service Commission Second Strategic Plan (JSC SP II FY2020/2021-2024/2025)**

Following the expiry of the five years period for the JSC SP I in the FY 2019/2020, the 6th Commission developed the JSC SP II for the period 2020/2021 - 2024/2025. The 6th Commission reformulated the Vision, Mission, Core Values and Strategic objectives as follows:

#### **Vision**

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

#### **Mission**

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

#### **Theme**

The theme for the JSC SP I was retained in the JSC Strategic Plan II as “People's Bridge to Justice.”

#### **Core Values**

The core values are Excellence, Accountability, Independence, Integrity, and Teamwork.

#### **Strategic Objectives**

- a) To increase efficiency and effectiveness in the recruitment processes;
- b) To expedite the disciplinary and complaints handling processes;
- c) To strengthen judicial education and public legal education programmes;
- d) To establish effective anti-corruption handling and monitoring systems;
- e) To improve the mechanisms for review and recommendation on the terms and condition of service in the Judiciary;
- f) To strengthen the institutional capacity of the Commission to deliver on its constitutional mandate.

The JSC SPII (2020/21 to 2024/25) is currently in its last year of implementation and will expire at the end of the FY 2024/25. The Midterm Review (MTR) of the implementation of the JSC SP II was conducted in 2023 and the MTR Report is available at the JSC Secretariat.

## **Recommendation**

The 7<sup>th</sup> Commission has to embark on the development of the JSC SP III (2025/2026 – 2029/2030) immediately after taking up office. The JSC SP III shall be aligned to the Fourth National Development Plan (NDP IV) that is currently being developed by the National Planning Authority (NPA). This is the second reason for the Members of the 7<sup>th</sup> Commission to be appointed without delay.

### **2.1.7 Implementation of the JSC Legacy Project**

It was resolved in 2017 to initiate a “*Legacy Project*” that would define the legacy of the 5<sup>th</sup> Commission. The revision and updating of the 3<sup>rd</sup> edition of JSC “**Citizen's Handbook on the Law and Administration of Justice**” was selected as a worthy project together with the translation of this resource into a number of national languages.

The United Nations Human Rights Office in Uganda agreed to fund the revision process. The 4<sup>th</sup> edition of the Citizen's Handbook was developed by making it more user friendly and comprehensive in terms of information provided on the key actors in the justice delivery chain. The Handbook has a section covering common challenges faced in accessing justice in Uganda and provides tips on how to overcome them. There is also a section on Frequently Asked Questions.

The handbook was intended to equip Ugandans and particularly leaders at all levels, with information on how the justice system works so that they can easily assert their rights and guide other justice seekers. In this regard, the respect, protection, promotion and observance of the fundamental and other human rights and freedoms would be promoted and easier to realize and demand for their respect. The feedback obtained from the people who have accessed and used the Citizen's Handbook confirm that it is the best handbook on the administration of Justice system in Uganda, that is readily available.

Requests for the translated copies of the Citizen's handbook in different national languages keep coming in and the 7<sup>th</sup> Commission once the resources are secured should prioritize the translation of the handbook in more national languages to increase its access and use. Assessing the usability of the Handbook should be part of the monitoring and evaluation tool of the Commission so that any useful feedback to inform future reviews are collected.

### **2.1.8 Comprehensive review and revision of the Judicial Service Commission Regulations, 2005**

In 2005 the Commission adopted the following Regulations to guide its operations:

- 1) The Judicial Service Commission Regulations Statutory Instrument No.87 of 2005; and
- 2) The Judicial Service (Complaints and Disciplinary Proceedings) Regulations Statutory Instrument No. 88 of 2005.

The 6<sup>th</sup> Commission noted that it was cumbersome to use two sets of Regulations. For example, the disciplinary offences that a Judicial Officer may be charged with are provided for in the Judicial Service Commission Regulations SI-87 of 2005 and the sanctions if one is found culpable are provided for in the second set of Regulations, Judicial Service Commission Regulations SI-88 of 2005. Secondly, with the expanded mandate provided for in article 148A of the Constitution of Uganda operationalized by the

Administration of the Judiciary Act (Cap 4), there was an urgent need to consolidate and review the Regulations so that all aspects of the Commission's mandate are adequately catered for. The review of the Regulation was handled and concluded by the 6<sup>th</sup> Commission with the support of stakeholders and the First Parliamentary Counsel. The new Regulations were gazetted on the 21<sup>st</sup> of January, 2025. The Chairperson and Members of the 6<sup>th</sup> Commission appreciate the input of all persons who worked tirelessly to review the different drafts over the last two years of its term of office.

### **Recommendation**

Considering that the JSC Regulations were adopted in January, 2025 at the very end of the term of office of the 6<sup>th</sup> Commission, it is absolutely essential that the 7<sup>th</sup> Commission structures a program for the dissemination of the Regulations within the Judiciary Service, the legal fraternity, and through the anti-corruption agencies and civil society actors engaged in the promotion of human rights, the rule of law, good governance and access to justice for all. The LEPAR Committee and Directorate should integrate in its programs the dissemination of the Regulations to targeted stakeholders and leaders at different levels that provide information to the public and court users in particular, who need to access the services of the Commission.

### **2.1.9 Review of the terms and conditions of service of Judicial officers and Administrative and other staff of the Judiciary**

Working in conjunction with the Judiciary, the 5<sup>th</sup> Commission received proposals for the review of the Structure of the Judiciary and the terms and conditions of service for Judicial Officers as well as for administrative and other staff of the Judiciary in 2019. This review was done alongside the review of the Administration of the Judiciary Bill which was later passed into law in June, 2020. The terms and conditions of service for Judicial Officers were significantly improved after the coming into force of the Administration of the Judiciary Act (Cap 4). The terms are rated as the best in the country and the Judiciary is now a much favoured employment destination for legal professionals. This makes it critical for the Commission to continue strengthening its capacity and improving its systems so that the most suitable persons for judicial work and to join the Judiciary Service are the ones identified, selected and appointed.

### **Recommendation**

The issue of reviewing the terms and conditions of service for the administrative and other staff of the Judiciary remained pending by the end of the term of office of the 6<sup>th</sup> Commission in January, 2025. However, the structure was reviewed and more vacancies were declared by the Judiciary which meant that recruitment continued right up till the end when hundred (100) court clerks were appointed on 20<sup>th</sup> January, 2025.

As part of the strategy to improve Judiciary performance, as part of its transformative agenda, is to progressively improve court premises and facilities. To further motivate the administrative and other staff to be active in enhancing the performance of the Judiciary and to address any issues of maladministration, absenteeism and corrupt practices it is necessary to revisit the proposals for improving the terms and conditions of service for this category of Judiciary staff.

### **2.1.10 Enhancement of the Budget of the Commission and Emoluments of Members of the Commission**

During the 5<sup>th</sup> Commission's first meeting with H.E the President of Uganda in 2017, the issue of the limited budget of the Commission as an appointing body for a whole arm of

Government and the enhancement of the emoluments of the Members of the Commission were discussed. These two critical issues were highlighted during the hand over meeting with Justice Ogoola (the Chairperson of the 4<sup>th</sup> Commission) in December, 2016 as persistent challenges that affected the performance of the previous Commissions. The Members presented to H.E. the President an enhanced recurrent and development budget required if the Commission was to effectively deliver on its expanded mandate.

The President directed the Minister of Public Service and Ministry of Finance to consider the enhancement of the emoluments of all Chairpersons and Members of appointing Commissions and directed for enhancement of the budgetary provisions of the Commission by 100% for the FY 2017/2018.

It is a fact that as a result of this strategic intervention the situation at the Commission was totally transformed. The Members were motivated and there were additional resources for the different programmes of the Commission which kept both the Commissioners and the staff fully engaged. In addition, the Legal and Parliamentary Committee and the Budget Committee took keen interest in the work of the Commission and throughout the eight years of the term of office for the 5<sup>th</sup> and 6<sup>th</sup> Commission most of the priority areas presented for funding were supported and the Members ably delivered. Maintaining these relationships and meeting the set performance targets made it possible to secure the additional resources.

#### **2.1.11 Development of the Judicial Service Commission Client's Charters**

A Client's Charter provides the basic information on the business processes of the Commission and the time lines for the execution of its functions. The information provided in the Charter enables clients, stakeholders and members of the public to demand for accountability by constructively engaging with the Commission to reduce the gap between people's expectations and the standards set in the Charter. For example, the Client's Charter provides for a period of six (6) months as sufficient for handling a disciplinary complaint registered with the Commission against a Judicial Officer or an administrative or other staff of the Judiciary. Though this is desirable, in practice it has proved not to be tenable except in a few cases where the Judicial Officer or the staff of the Judiciary concerned admits to the disciplinary offence alleged. Faced with this reality the 5<sup>th</sup> and 6<sup>th</sup> Commission focused more on promoting and adopting preventive strategies including public awareness of the justice delivery systems and forestalling situations that bring Judicial Officers and Staff of the Judiciary in conflict with the law, the Judicial Code of Conduct and the Public Service Codes respectively.

The 5<sup>th</sup> Commission prepared and launched the Client's Charter for the periods FY 2017/2018 – 2019/2020 and FY 2020/2021 -2023/2024 and distributed copies to its clients, stakeholders and members of the public. The 6<sup>th</sup> Commission reviewed the Client Charter for period FY 2020/2021 -2023/2024 and prepared the Commission's Clients Charter for the next three (3) period FY 2024/2025 - 2027/2028.

#### **Recommendation:**

The 7<sup>th</sup> Commission has to complete the task of ensuring the dissemination of the Commission's Client's Charter as it sets operational targets and timelines which fosters discipline in the way the functions of the Commission are delivered.

#### **2.1.12 Bench-marking visits**

Members of the 5<sup>th</sup> Commission took up office and after a one day briefing serious work

began in January, 2017. After 18 months of hard work and learning from on the job and through extensive reading, the Members participated a 10 days bench-marking visit to the Royal Courts of Justice of the United Kingdom (UK) in November, 2018. The purpose of the visit was to have a comparative study on how the equivalent body to the JSC in Uganda performs its mandate, identify similarities, possible areas of learning and collaboration and material resources that the JSC could adapt to its systems to further improve the processes of identification, assessment of suitability and the recruitment of Judicial Officers for the different courts. The Members of the 5<sup>th</sup> Commission were also curious about the disciplinary mechanisms for Judicial Officers and other staff in the Judiciary Service.

On their return the Members compiled a comprehensive report which is available in the Commission Resource Centre as a resource that in several ways informed the changes introduced in the selection processes and handling of complaints against indiscipline.

Another bench-marking visit was to the Judiciary of Ghana in West Africa in January, 2019. The specific purpose was to learn more from their experience of handling corruption complaints against Judicial Officers on the lower and superior/ appellate courts. Findings of this visit informed the anti-corruption strategy of the Commission. The bench-marking visit to Singapore in 2019 was specifically organized to learn more about how to structure and deliver Judicial education programs with clearly outlined follow up accountability mechanisms.

The last bench-marking visit was to the Judiciary of South Africa and members were particularly interested in the anti-corruption mechanisms, the public education and engagement mechanisms as well as the structure of the body entrusted with the identification and selection of person for judicial appointment. The Reports of the bench marking visits are available in the Commission Resource Centre and they will be instructive for all persons appointed to the 7<sup>th</sup> Commission. The staff of the Commission are also encouraged to review the Reports.

The four (4) bench marking visits enabled the Commission to identify areas of improvement in its business processes and exposure to innovative ways of management of its functions. Some of changes and measures introduced as a result of engaging in the bench marking visits include:

- a) The use of a digital/on-line recruitment system for Judicial Officers and administrative and other staff of the Judiciary. Since the 5<sup>th</sup> Commission this system was developed and has continued to be customized to make it suitable for JSC's recruitment processes. This has greatly increased efficiency in managing the growing number of applications received for each set of vacancies declared both for Judicial Officers as well as other staff of the Judiciary.
- b) Introduction of a Self-Assessment tool to aid candidates to process and present their suitability for the vacant position on offer and for the Commission to ascertain the suitability of the candidate based on the shared experience, knowledge base, unique skills and exposure.
- c) Reintroducing appointment of Judicial Officers in acting capacity for a period of time (one year or two years), to give those appointed an opportunity to be assessed against key performance indicators and an opportunity to choose whether to stay in

the Judiciary Service by taking up a substantive appointment or to explore other appropriate posting in the public service or elsewhere.

- d) Ways and means of determining the optimal sample size of candidates for each set of recruitment cycle dependent on the number of vacancies declared, number of applications received and number of eligible applicants, and the resources available to the Commission.
- e) Adoption of new evaluation criteria of candidates for Judicial appointment and for senior management positions in the Judiciary.
- f) Interpreting of the constitutional principles, national values, norms and aspirations of the people of Uganda in managing the human resource affairs of the Judiciary. There has to be regional representation and diversity enrichment based on, among others, gender and inclusion of those who are differently abled.
- g) Maintenance of a data bank of the diversity profile of all Judicial Officers and administrative and other staff of the Judiciary that is readily accessible to all Members to inform the JSC recruitment plans and decision making.
- h) The Commission participating in the design and delivery of the induction sessions for Judicial Officers organized jointly with the Judiciary through the Judicial Training institute. This was to ensure that Judicial Officers are adequately prepared, briefed and equipped before deployment. This is part of the strategy for securing excellent performance and accountability in terms of meeting targets
- i) Adopting more appropriate language for example in handling complaints against “indiscipline” or “judicial misconduct.”
- j) Methods of fast-tracking investigations of complaints against indiscipline that include allegations of corruption or corrupt practices.

These innovations contributed significantly to the smart performance of the 5<sup>th</sup> and 6<sup>th</sup> Commission.

### **2.1.13 The Forum of Appointing Commissions**

The collaboration of the Commission with the Public Service Commission (PSC); Health Service Commission (HSC) and the Education Service Commission (ESC), was fostered under the Appointing Commissions Stakeholders Engagement Programme.

This collaboration led to a joint preparation of a concept note to enhance the emoluments of all the Chairpersons and Members of the appointing commissions and upon consideration by Parliament, the enhancement was approved as had been directed by H.E the President during the first official visit of JSC to the President in 2017.

Throughout the term of Office for the 5<sup>th</sup> and 6<sup>th</sup> Commission interactions and consultations continued with the leaders and Members of the appointing Commissions to learn from each other and strategize on methods to promoting excellent performance for those appointed.



**2.2 ACHIEVEMENTS UNDER HUMAN RESOURCE MANAGEMENT FUNCTION(RECRUITMENT)**

**2.2.1 Recruitment of Judicial Officers**

In fulfillment of its mandate under Article 147 of the Constitution of Uganda, the Commission rendered advise to H.E the President for the appointment of Judicial Officers of the specified officers' category. In addition, the Commission appointed Judicial Officers to the lower bench in fulfillment of its mandate under Article 148 of the Constitution.

The total number of appointments made in the period of the 5<sup>th</sup> and 6<sup>th</sup> Commission is 707 Judicial Officers as shown in **Table 2A** below. This is the highest number of Judicial Officers ever appointed in the history of the country. The names of those appointed are detailed in **Appendix I** which is attached to this Report.

**Table 2A: Summary of Judicial Officers appointed by the Commission per FY as at the end of December, 2024**

Financial Year	Female	Male	Total
2017/2018	3	8	11
2018/2019	33	40	73
2019/2020	3	4	7
2020/2021	4	6	10
2021/2022	79	84	163
2022/2023	95	86	181
2023/2024	87	82	169
2024/2025**	46	47	93
<b>Total</b>	<b>350</b>	<b>357</b>	<b>707</b>

**Source:** Judicial Service Commission Administrative Records, 2024

\*\* Appointments by December, 2024

In addition, the Judiciary made declarations of vacancies for the position of the Deputy Chief Justice, Justices of the Court of Appeal and Judges of the High Court in the First Half of the FY 2024/2025. On 2<sup>nd</sup> February, 2024 HE the President of Uganda assented to the Judicature (Amendment) Act, 2024 which increased the number of Justices of the Court of Appeal from 14 justices and the Deputy Chief Justice to 34 Justices and the Deputy Chief Justice totaling up to 35. When the total number of Justices of the Court of Appeal is appointed the Judiciary plans to establish four Regional Courts of Appeal to facilitate efficiency in handling matters on appeal in this court.

The Commission undertook the recruitment process and rendered advice to the Appointing Authority to appoint the Deputy Chief Justice, eight (8) Justices of the Court of Appeal and twenty one (21) Judges of the High Court by December, 2024. It is important to note that by the end of the term of office of the 6<sup>th</sup> Commission on 21<sup>st</sup> January, 2025 these appointments were yet to be effected by H.E. the President.

### 2.2.2 Recruitment of Administrative and Other staff of the Judiciary

The Commission under Article 148A of the Constitution appointed for the very first time 684 Administrative and other staff of the Judiciary Service. Previously, the administrative and other staff of the Judiciary were appointed by the Public Service Commission. The enactment of the Administration of the Judiciary Act (Cap. 4) in 2020 brought the appointment of this category of staff under the Judicial Service Commission. In Part IV of the Act the establishment of the Judiciary Service within the Judiciary (Section 13) is provided for. The Judiciary Service consist of the Judicial Officers and the staff of the Judiciary. Section 13 (3) provides that “all staff of the Judiciary other than those appointed by the President, shall be appointed by the Judicial Service Commission in accordance with the approved structure of the Judiciary.” Table 2B below shows the administrative and other staff of the Judiciary appointed between February, 2023 to January, 2025.

**Table 2B: Summary of the Administrative and other staff of the Judiciary appointed per post by employment status between February 2023 - January 2025**

POST	PERMANENT	CONTRACT
Commissioner Policy and Planning	1	0
Commissioner Information and Communications Technology	1	0
Assistant Commissioner procurement and Disposal	1	0
Principal Accountant	1	0
Principal Human Resource Officer	1	0
Principal Personal Secretary	1	2
Senior Accountant	1	0
Senior Economist	1	0
Senior Communications Officer	1	0
Senior Information and Communications Officer	1	0
Senior Personal Secretary	20	1
Senior Records Officer	1	0
Economist	3	0
Accountant	1	0
Internal Auditor	1	0
Statistician	5	0
Systems Administrator	21	0
Human Resource Officer	1	0
Personal Secretary	18	0
Records officers	12	0
Librarian	2	0
Office Supervisor	7	0

POST	PERMANENT	CONTRACT
Client Service Officer	2	0
Stenographer Secretary	36	0
Assistant Records Officer	68	0
Assistant Accountant	23	0
Assistant Systems Administrator	7	0
Data Entry Clerk	1	0
Court Clerk	175	0
Office Attendant	117	18
Process Servers	65	0
Drivers	29	38
<b>TOTAL</b>	<b>625</b>	<b>59</b>

### 2.2.3 Improvement in the Capacity of newly recruited Judicial Officers

The 5<sup>th</sup> Commission emphasized that once a Judicial Officer is appointed, the person must be inducted before deployment. Members had noted that several High Court Judges, Registrars, Chief Magistrates and Magistrates were deployed and it was after a year or more that they attended an induction. After a series of conversations with the leadership of the Judiciary it was agreed that it is a good practice for the induction to take place before deployment. This is most pertinent today as more and more persons are appointed as Judicial Officers at different levels from outside the Judiciary. It is only fair that all appointees are adequately prepared to take up the judicial responsibility, provided with the necessary resources and a support network of mentors. They need to be exposed to the internal operations and developments in the Judiciary so that expectations are clear right from the beginning. They also need the tools to be effective including access to resource materials for research and judgment writing.

In 2018 the High Court Judges who were appointed had to be evaluated after one year to assess the extent to which the induction had contributed to their performance and easy integration in the Judiciary. The Evaluation Report that can be accessed at the JTI clearly indicates that the well-structured induction and interactive sessions greatly contributed to better performance and the ability of the Judicial Officers to handle challenging situations with an attitude of finding solutions that enhance access to justice for court users.

The appointing of Judicial Officers both on the superior and lower bench in Acting Capacity was reintroduced as the other strategy for strengthening performance. This component of appointments in Acting Capacity had stopped during the 2<sup>nd</sup> Commission that was chaired by Justice Seth Mayindo. Having noted a number of performance gaps identified during the evaluation of newly appointed Judicial Officers, both on the superior and lower bench, the Commission after consideration of the provisions of Article 147 (1) (a) of the Constitution and the legal opinion rendered by the Hon. Attorney General, the 6<sup>th</sup> Commission advised H.E The President to appoint acting Judges of the High Court for a period of two (2) years. The Commission also appointed Judicial Officers on the lower bench in acting capacity for a period of one year.

The reports from the Judiciary indicate that the majority of the Acting Judges have not only met their annual performance targets but have exceeded them which validates the justification for such appointments to continue. From the reviews done by the Commission with each of the Judicial Officers appointed in Acting capacity prior to their confirmation, it was evident that this facilitated most of them to develop a very good work culture, approached work with an attitude of finding solutions in order to meet the set targets and found the content and resources availed during the induction sessions very useful as reference materials. They also had networks of resourceful persons to consult with as and when required which the Judiciary adapted to form peer groups for helping with the management of stress, loneliness in upcountry stations, and accessing most recent authorities relevant for judgment writing in different areas.

The policy of acting appointment was reviewed by the 6<sup>th</sup> Commission for the lower bench to make it a “**one-time acting appointment**” for positions of Deputy Registrar and Assistant Registrar and for positions of Chief Magistrate, Senior Principal Magistrate Grade 1, Principal Magistrate Grade 1 and Senior Magistrate Grade 1 and Magistrate Grade 1 respectively. The 6<sup>th</sup> Commission appointed a total of **362** Judicial Officers in acting capacity for both the Superior and the lower bench as presented in **Table 2C below**.

**Table 2C: Summary of Acting Appointments of Judicial Officers by category between 2021 - 2024**

<b>Appointments by Court Category</b>	<b>Number of Judicial Officers</b>
Acting appointments on the superior bench	37
Acting appointments on the lower bench	325
<b>Total appointments</b>	<b>362</b>

*Source: Judicial Service Commission Administrative Records, December 2024*

The appointment of Magistrate Grade 1 previously who were Research Assistants within the Judiciary who have been deployed as Research Officers since 2022 has significantly enhanced the performance of Judicial Officers across all courts. Previously Research Assistants were engaged under temporary local contracts in the Judiciary. The new appointment as Magistrates Grade I, not only improved their status, emoluments and career prospects, they are Judicial Officers in their own right. Any one of them can be redeployed to any area as a Magistrate Grade 1 to adjudicate cases. Having enhanced research

### 2.2.4 Recruitment of Members for selected Quasi-Judicial bodies

The Commission under Article 147 (1)(f) renders advise to the line Ministers for the appointment of Chairpersons and/or Members and Registrars of quasi-judicial bodies created by various Acts of Parliament. **Table 2D** below shows the numbers appointed.

**Table 2D: Summary of Recruitment for Quasi-Judicial Bodies by the 5<sup>th</sup> and 6<sup>th</sup> Commission as at December, 2024**

SN	Name of Quasi-Judicial Body	Number Recruited During FY 2019/2020 - 2024/2025		
		Chairperson/Head Judge	Deputy Chairperson/Member/Judge	Registrar
1	Industrial Court	1	1	1
2	Tax Appeals Tribunal	1	2	1
3	Electricity Disputes Tribunal	0	1	1
4	Leadership Code Tribunal	1	4	2
5	Insurance Appeals Tribunal	1	0	1
6	Public Procurement and Disposal Authority Tribunal	1	N/A	N/A
7	<b>Total</b>	<b>5</b>	<b>8</b>	<b>6</b>

Source: Judicial Service Commission Administrative Records, 2024

### 2.2.5 The Equal Opportunity and Public Advert Recruitment Process

The adoption of an equal opportunity and public advert recruitment process was adopted by the 4<sup>th</sup> Commission. This was a move away from the nomination process of candidates by tapping on the shoulder of identified persons. The use of the public advert opened up all positions for competition to all competent persons. The 5<sup>th</sup> and 6<sup>th</sup> Commission continued with this practice as it is in compliance with the National Objectives and Directive Principles of State Policy in the 1995 Constitution of Uganda.

The adverts are presented in newspapers with a wide circulation and also shared through all other available electronic means with all persons and constituencies that may have those interested and eligible for the position base on the requirements articulated in the advert, can submit their application.

The draft advert for each position is generated by the responsible persons within the Judiciary and is presented to the Commission together with the declared vacancy or vacancies. The Commission reviews the advert and may make adjustments which are agreed upon with the Judiciary before the advert is published and circulated.

### 2.2.6 Adoption of the e-recruitment system

It is the 5<sup>th</sup> Commission that first adopted the submission of applications for vacant positions in the Judiciary using the electronic system (e-recruitment system). In order to manage process better, to reduce on the use of paper, improve data collection and management, all applications since 2018 have been rendered on line. This has greatly enhanced the efficiency of the recruitment function, reduced on loss of documents and the need for huge physical storage space. It has enabled the Commissioners to use computers throughout the recruitment process, each member having access to the huge amount of information at the same time for review to facilitate decision making.

### **2.2.7 Development of the Policy, Guiding Principles and Procedures on Search and Recruitment**

Over the period of the term of office for the 5<sup>th</sup> and 6<sup>th</sup> Commission (December, 2016 - January, 2025) deliberate effort has been undertaken to improve the Policy framework, Guiding Principles and Procedures for Search and Recruitment of individuals to be appointed as specified Judicial Officers and other Judicial Officers. The aim was to ensure that the most suitable persons are identified and appointed, and the recruitment process is handled professionally with enhanced efficiency. The actions taken, the guiding principles and procedures developed include the following:

- a) Review of the JSC Regulations relating to the recruitment process and the Regulations were finally gazetted on 21<sup>st</sup> January, 2025.
- b) Customization of the Application forms used for online submission and other tools used by the Commissioners for Assessment, scoring, tallying of scores, identifying topics for the oral submission for candidates who apply for vacancies on the higher bench and the format for the final list of those appointed. All these greatly enhanced the efficiency of the recruitment processes and made it easy to induct the new Members to get on Board after their appointment to the JSC.
- c) Redesigned the JSC Website to make it more user friendly and to enable potential candidates to have access to information concerning the recruitment for any of the positions advertised and critical information about the recruitment processes of the Commission.
- d) The adoption of the two (02) Recruitment Panels of the Commission to handle the interface sessions for candidates vying for declared vacancies on the lower bench that is, from the position of Deputy Registrar right to the position of Magistrate Grade 1. This made it manageable during the 6<sup>th</sup> Commission to handle the increasing numbers of shortlisted candidates as the numbers of vacancies declared continued to rise after the approval of the expanded structure of the Judiciary. One Panel was chaired by the Chairperson and the second one by the Deputy Chairperson.
- e) The use of an interview format incorporating a “*presentation segment*” has brought reviews from Judicial Officers and stakeholders alike as a game changer. This gives an opportunity to the Commissioners as part of the assessment process to see firsthand the knowledge and exposure, analytical and presentation skills and the confidence and demeanor of the candidate.
- f) The use of a Self-Assessment template filled before the onset of the interview sessions, enabled members of the Commission to learn more about each candidate and prepare for an effective interface. The writing skills were assessed using the submitted Self-assessment Form and the judgments and ruling or other publications presented by each candidate.
- g) The use of three (03) panels within the Search and Recruitment Sub-Committee, sitting contemporaneously to deal with Search and Recruitment of candidates for vacancies of administrative and other staff of the Judiciary was a game-changer as well. This resulted in the appointment of a large number of staff in a timely manner. Having the representative of the Public Service available from 2023 to fully attend to the work of the Commission too made it possible to deliver in all declared vacancies for the

administration and other staff of the Judiciary as he was readily available to chair the sub-committee and work with the technical staff to plan and implement the recruitment schedules agreed upon.

- h) For each position declared, a minimum of two (2) or three (3) candidates are interviewed before a choice is made.
- i) The Commission adopted the use of the conduct of aptitude/competence tests to manage the large number of applicants for the entry position of Magistrate Grade I as an entry level position.

### **Recommendation**

Ø There is need for the Commission to enhance its capacity to offer and manage Competency or Aptitude Tests.

### **2.2.8 Validation exercise for administrative and other staff of the Judiciary**

Following the enactment of the Administration of Judiciary Act 2020, the Commission conducted a Validation exercise for the administrative and other staff of the Judiciary Service in 2024. The purpose of the exercise was to establish the number of existing staff in the Judiciary Service, their qualifications, length of service, deployment and suitability for positions held. The Validation exercise also identified the staffing gaps against the approved staff structure for the Judiciary Service.

The Validation exercise was informed by the recommendations of the Joint Technical committee report 2018 on the transition of the administrative and other staff of the Judiciary convened by the Commission.

The summary of the findings of the validation exercise conducted were as below;

- (I)** A total of **2,055** administrative and other staff of the Judiciary Service were validated by the end of the validation exercise;
- (ii)** **104 (4.82%)** administrative and other staff of the Judiciary staff were not validated for one reason or the other;
- (iii)** **62.19% (1,278)** of the 2,055 administrative and other staff of the Judiciary that were validated were appointed on permanent terms;
- (iv)** **20% (411)** of the staff were on probation;
- (v)** There were **99 (4.81%)** staff of the Judiciary Service appointed on contract, and **267 (12.90%)** that were appointed on temporary local contracts by management of the Judiciary;
- (vi)** **97.3% (2,020)** of the validated staff elected to join the Judiciary Service;
- (vii)** **1.70% (35)** opted to remain in Public Service due to various reasons.

The Commission presents recommendations in the Validation Report for consideration by the Judiciary and the 7<sup>th</sup> Commission in furtherance of the fulfillment of their respective mandates in handling human resource matters concerning the administrative and other staff of the Judiciary as follows:

- (i) Regularization of the appointment of administrative and other staff of the Judiciary that were appointed on temporary local contracts and have the necessary qualifications where vacancies exist in the structure;
- (ii) Development of a standardized staff structure for each category of Court by the Judiciary to guide the recruitment of administrative and other staff of the Judiciary; and
- (iii) The Commission to undertake targeted recruitment based on unique needs of regional and District courts for example to have suitable persons recruited to serve where specific dialects are required to facilitate court proceedings;
- (iv) Conduct periodic validation exercises for administrative and other staff of the Judiciary, for example every five years to ensure that the database is kept up to date in terms of the key parameters concerning each staff member of the Judiciary.

### **Recommendation**

The 7<sup>th</sup> Commission should ensure that the Judiciary renders declarations that have specific needs both at regional and district levels in respect to language and other special needs so that this is taken into account during the recruitment of process. This requirement should also be included in the advert for such positions.

### **2.2.9 Capacity building for Members of the Commission and staff**

The Human Resource Management Department organized at least one (1) capacity building session for the 5<sup>th</sup> Commission and one (1) for the 6<sup>th</sup> Commission. These sessions enabled the Members of the Commission to appreciate their roles and challenges and in turn improved their performance. The Members of the 6<sup>th</sup> Commission were also inducted on their role and responsibilities as members of the Commission, the induction took place at Kabira Country Club in the 3<sup>rd</sup> year of their term of office as the plan for this was affected by the Covid 19.

As part of Career and skills development for staff, the Commission during the period under review facilitated staff to undergo short- and long-term courses as well as continuous professional development courses. There was on job support for the CIDA Directorate staff during the 5<sup>th</sup> Commission through which guidelines for investigations, sanctioning and managing of disciplinary processes were developed. It is these guidelines that have finally informed the amendment of the JSC Regulations gazetted on 21<sup>st</sup> January, 2025.

## **2.3 ACHIEVEMENTS UNDER JUDICIAL EDUCATION AND PUBLIC AFFAIRS FUNCTION**

Under Article 147 (1) (c) of the Constitution the Commission is mandated to prepare and implement programmes for the education of and the dissemination of information to Judicial Officers and the Public about the law and administration of justice. To implement this mandate, the Commission engaged in the following programmes.



### **2.3.1 Judicial Education**

The Commission contributed to the content and delivery of the Induction of Judicial Officers on the superior and lower bench. Commissioner Norah Matovu Muwanga represented the Commission on the Governing Council (GC) of the Judicial Training Institute (JTI) and she chaired the Research Committee of the Council. As the Commission had resolved and agreed with the leadership of the Judiciary that all appointed Judicial Officer should be deployed after induction, the Commission worked closely with the GC of JTI and the Judiciary to review and redesign the two weeks Induction Programmes for High Court Judges, for Registrars, for Chief Magistrates and for Magistrates Grade I.

The Research Committee took the lead in undertaking research and compiling the draft programs for each induction session. These templates continue to guide the designing and delivery of induction sessions for Judicial Officers.

### **2.3.2 Public Legal Education**

To bridge the gap between the Judiciary and the people, the Commission has undertaken various education and citizen engagement programmes which have covered the whole Country in the last 8 years. The programmes have targeted selected segments of the public based on their assessed needs. These include inmates in prisons, district and local leaders, school children and teachers, religious and cultural leaders, leaders of law enforcement agencies, local council courts and the general public mainly through mass media channels.

#### **Methodology for engaging with the above segments included the following:**

1. Television and Radio talk-shows and use of jingles in different radio stations
2. Barazas/ Citizens engagement camps
3. Targeted training and Workshops
4. Distribution of IEC printed materials some of which are translated in various local languages including the Citizen's Handbook
5. Online platforms such as YouTube, Twitter (X) channels
6. Short Messaging Service (SMS) of selected legal education content; and
7. Recorded messages that are broadcast on different Radio stations

Detailed information about the actual education programs implemented in the 8 years is accessible in the JSC Annual Reports which are all available in the JSC Resource Centre. The Reports are also available on the Commission website. There is a recent story uploaded on the Commission website which presents the historical composition of the 1<sup>st</sup> to the 6<sup>th</sup> Commission.

### **Recommendation**

The Commission approved the establishment of a Virtual Academy to facilitate judicial and public legal education and this has to be followed up by the 7<sup>th</sup> Commission.

### **2.3.3 Commission Resource Centre**

The Commission established a Resource Centre to facilitate and support the work of the Commission and the public to access legal information and have access to critical historical information about the work of the Commission. The Resource Centre also has copies of legislation that is critical for the work of the Commission and the list of these materials are included in the Resource Centre Strategy. Presently, the Resource Centre materials are accessed by the different users by visiting the Resource Centre at the

Kampala Head Office and the Moroto Regional Office. A Resource Centre Strategy was developed and is available for further implementation.

At the new office of the Commission at Naguru provision has been made for the establishment of the Resource Centre.

### Recommendation

Ø The 7<sup>th</sup> Commission to consider implementation of the Resource Centre Strategy which includes adding links on the website for the Resource Centre materials to be accessible on-line.

**Table 2E: Legal and Public Education performance by the Commission**

Undertaking/Financial Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Number of Radio Talk shows conducted	99	46	24	53	46	119	115	<b>456</b>
IEC Materials distributed	3,000			8,000	41,448	63,500	56,000	
Open air civic Education Meetings to specific community members	35	41	27	25	50	101	118	<b>397</b>
Prison Inmates Sensitizations	5	14	14	N/A	N/A		18	<b>51</b>
Judicial Officers Trained	133	0	0	N/A	0	0	0	<b>133</b>

Source: JSC Annual Reports FYs 2016/17 – 2023/2024

N/A: Not Applicable due to COVID 19 lockdown

## 2.4 ACHIEVEMENTS UNDER COMPLAINTS MANAGEMENT AND DISCIPLINARY CONTROL FUNCTION:

Under Article 147(d) of the Constitution the Commission is mandated to receive and process people's recommendations and complaints concerning the Judiciary and the administration of justice in Uganda. The Commission keeps its doors and contacts open to receive all objective suggestions and ideas intended to improve access to justice for all categories of people.

At the start of the 5<sup>th</sup> Commission it was noted that over 70 JSC suggestion/feedback boxes had been placed strategically at the district offices for the people to place any positive feedback and/or complaints intended for review by the Commission. With limited resources and a depleted fleet of vehicles it was not cost effective to continue using this method to obtain feedback from court users.

As the Suggestion/feedback boxes were slowly phased out in 2017/2018 the toll-free telephone lines were introduced for receiving feedback, recommendations and complaints. The team at the Secretariat handling the toll-free lines were trained in telephone ethics and behaviour and proper recording of statements. In addition to the hand written recording to the caller's message, recorders were introduced to facilitate for efficiency and accuracy in recording the messages.

As the abuse of the entrusted judicial power by a Judicial Officer, or the indiscipline of an administrative or other staff of the Judiciary attracts disciplinary action as set out in the 1995 Constitution, the Judicial Service Act, the Administration of the Judiciary Act (Cap. 4), the JSC Regulations, 2025 and the Uganda Code of Judicial Conduct and other Public Service Codes, the Commission is empowered to handle cases of indiscipline. In the case of a Justice or a Judge on the superior courts the Commission is empowered to conduct investigations and render advice to H.E. the President set up a Tribunal to handle the case.

It is only during the tenure of duty of the 6<sup>th</sup> Commission in 2023 that advice was rendered to H.E. the President to set up a tribunal to handle the matter of Hon. Justice Esther Kisakye, a Justice of the Supreme Court.

#### **2.4.1 Disciplinary Control**

Disciplinary action is warranted if public confidence in the ability of the Judiciary to act as an impartial arbiter of disputes is negatively affected or eroded by the conduct of a Judicial Officer or a staff of the Judiciary. Public confidence in the Judiciary has to be maintained and enhanced and the rule of law strengthened in order for proper administration of justice to be served.

By end of the FY 2017/2018 there were 227 complaints entered in the JSC complaints handling system or mechanism. In 2018/2019, more cases numbering 115 were registered. Seventy-eight (78) of these cases were referred to other relevant bodies to handle. Thus, the number of complaints in the system increased from 227 to 342 cases in that year. Generally speaking, this was the trend till the Commission took decisive actions including sensitizing the people about the mandate of the Commission so as to reduce on complaints wrongly registered with the Commission.

By the end of the term of office of the 5<sup>th</sup> Commission in 2020 backlogged complaints had been cleared, that is complaints that were in the handling system for more than 2 years. The Commission business process flow chart for handling disciplinary cases was developed to guide the tracking of each disciplinary case in the JSC complaints handling system. The Disciplinary Committee increased the number of meetings and held retreats once every six months in order to significantly reduce the registered complaints. Though disciplinary sanctions were handed down in only a few cases as shown below, the Commission used these cases to send a strong message that the Commission and the people are watching those in the Judiciary service.

By January 2025, FY 2024/2025, a total of 1,234 disciplinary cases against Judicial Officers had been handled by the Commission and a total of fifty (50) disciplinary sanctions were given to different Judicial Officers ranging from dismissal, retirement in public interest, severe reprimand, reprimand, caution/warning and order of compensation. The absence of two (2) members representing the Public on the Commission from January to September 2021 impacted the handling of disciplinary cases on grounds of lack of quorum. Table 2F provides the category of sanctions per Financial Year for the period of eight (8) years.

**Table 2F: Performance of the Disciplinary Affairs per Financial Year 2017/2018-2024/2025**

Description/ Financial Year	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25	Total
Evaluated/ Registered Complaints	124	115	46	53	68	405	395	<b>83</b>	<b>1,289</b>
Disciplinary Committee (DC) Meetings/ Retreats	30	30	23	12	31	15	30	<b>17</b>	<b>188</b>
Registered complaints concluded by Commission	323	211	108	110	148	100	137	<b>97</b>	<b>1,234</b>
Registered complaints closed	318	190	94	77	93	31	106	<b>59</b>	<b>968</b>
DISCIPLINARY SANCTIONS									
Number of Judicial Officers dismissed	01	01	01	00	00	03	00	<b>02</b>	<b>08</b>
Number of Judicial Officers retired in Public interest.	02	00	00	00	00	00	02	<b>00</b>	<b>04</b>
Number of Judicial Officers severely reprimanded	01	00	00	02	01	02	02	<b>01</b>	<b>09</b>
Number of Judicial Officers reprimanded	01	01	02	02	01	00	02	<b>00</b>	<b>09</b>
Number of Judicial Officers cautioned/warned	00	03	01	01	05	00	00	<b>00</b>	<b>10</b>
Order of compensation	01	00	01	01	01	00	02	<b>02</b>	<b>08</b>
Written Undertaking	00	01	00	00	01	00	00	<b>00</b>	<b>02</b>

Source: Judicial Service Commission Annual Reports, FY 2017/18-2023/2024

Note: FY 2024/2025 figures are for the period July 2024 to January 2025

### 2.4.2 Complaints and Investigation

Under Article 147 (d) of the 1995 Constitution of Uganda as amended in 2020, the Commission under the Department of Complaints and Investigations:

- 1) Receives, and processes 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 monitors 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 public service standing orders, and other applicable laws, policies, and regulations, that regulate their conduct and performance.
- 3) Initiates and reviews, from time to time, a policy to cover the public complaints mechanism and its objectives.

- 4) Coordinates with other agencies of government in the investigation of complaints against Judicial Officers and staff of the Judiciary.
- a) Carry out Investigations on complaints registered at the Commission:** The Department is tasked to investigate complaints on alleged acts of misconduct by Judicial Officers and staff of the Judiciary.
- b) Conduct Mobile Complaint receipt and investigations:** The intervention seeks to bring services closer to the people in line with Article 147 (1) (d) of the 1995 Constitution. The Department of Complaints and Investigations initiated this outreach in March 2023 to bring the Commission closer to the indigent people as a tool for achieving equality in the execution of the Commission's mandate on a sub-regional basis. So far, 12 Mobile complaints outreaches were conducted in the districts of Gulu, Nebbi, Lira and Mbale City, Kira and Nabweru Divisions in FY 2022/2023 and districts of Mubende, Soroti, Iganga, Masindi, Kabale in FY 2023/24 with a cumulative total of 6,199 clients attended too.
- c) Conducted on-spot Investigations:** The department has also undertaken on-spot investigations depending on the urgency and the need to collect vital information and facts before evidence is tampered with.
- d) Developed an Investigation Guide and Brochures on the JSC Complaints Handling Process:** The Investigations guidelines cover the steps to take in the investigation of complaints and how to present the findings for use by the prosecution team. The copy of the Investigations Guide approved and copies printed for its internal use. Brochures on the Judicial Service Commission Complaints Handling Process were printed and distributed to the public.

The summary of the performance of the Commission in Complaints and Investigations over the period under review is presented in the table 2G as shown below.

**Table 2G: Performance of the Complaints and Investigation department per Financial Year 2016/2017 - 2023/2024**

Description/ Financial Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Number of Evaluated/ Registered Complaints Investigated	95	139	120	68	82	120	154	<b>758</b>
Number of on spot/ emergency Investigations conducted	0	0	0	0	2	4	5	<b>11</b>

### 2.4.3 Anti-corruption and Inspections

Under Article 147(1)(c), (e) of the Constitution the commission is mandated to advise the government on improving the Administration of Justice, to prepare and implement programmes for education of and dissemination of information to Judicial Officers and the Public about Law and Administration of Justice.

The Anti-Corruption and Inspections Department was created as per part of restructuring

the Commission establishment in order to implement the National Anti-Corruption Policy alongside other government agencies and engage with Judicial Officers, stakeholders and members of the public. An Anti-Corruption Policy and Strategy that identifies the manifestations of corruption in the Judiciary and highlights its consequences was developed in June 2022 and widely disseminated.

The Commission developed 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 in Uganda.. The key feature of the instrument lists the adequacy of staffing, review attendance register/book, analyse the record management systems in place, observe infrastructural/ material resources such as buildings and furniture facilities, check compliance with legal processes, assess relationship with existing justice institutions, court users and advocates.

The capacity building training sessions were conducted for the staff of Anti-corruption and Inspections Department in the areas of corruption trends, legal framework on anti-corruption and the existing initiatives, strategies to fight corruption, successful prosecution of corruption cases, and report writing. Benchmarking visits to allied Anti - corruption agencies of Government to determine best practice and to establish collaborative partnerships were conducted.

During the 6th Commission the department conducted 136 court compliance checks with 53 visits covering 113 magisterial areas and 32 high court circuits across the country.

During the Court compliance visits the Commission staff observed the following:

- a) Under staffing of administrative and other staff of Judiciary in many upcountry courts.
- b) Infrastructural challenges in courts in terms of office space, office equipment and other court space requirement to facilitate the process of administering justice.
- c) Lack of transport for Magistrates in some courts especially in hard to reach areas which impacts on their output especially when it comes to conducting locus visits.
- d) In some Magisterial areas, there is one (1) State Attorney who serves more than one (1) Magistrate Grade I Court and this causes delay in handling criminal cases which are the majority of cases in upcountry courts. Delays in disposal of cases is one of the causes of corruption in the justice delivery system. Frustration leads to court users finding short cuts to get results.

The Anti-corruption department sensitized 2,000 participants on the forms of judicial corruption, factors facilitating corruption, effects of judicial corruption and strategies to combat corruption in the Judiciary. The participants included the district political leadership and technical leaders, religious leaders, civil society organizations, cultural leaders, heads of security institutions, Resident Judicial officers, Resident State Attorneys and other stakeholders in the Justice, Law and Order institutions like the Police and Prisons. The department conducted 201 radio talk shows across the country with over 975 calls received during the radio talk shows.

The summary of the performance of the Commission in Anti-corruption and Inspections

over the period under review is presented in the Table 2H as shown below.

**Table 2H: Performance of the Anti-corruption and Inspections department per Financial Year**

Thematic Area/Financial Year	2021-2022	2022-2023	2023-2024	2024-2025
Number of Anti-corruption regional workshops held	0	8	6	1 <sup>**</sup>
Number of Anti-corruption baraza conducted	0	0	0	3 <sup>**</sup>
Number of Community mobilization through Radio Talk shows conducted	66	39	92	26 <sup>**</sup>
Number of Court Compliance Checks conducted	22	49	47	18 <sup>**</sup>

Source: Judicial Service Commission Annual Reports, FY 2021/2022-2024/2025

<sup>\*\*</sup> Status as at December 2024

## 2.5 ACHIEVEMENTS UNDER FINANCE AND ADMINISTRATION FUNCTION

### 2.5.1 Role of Finance and Administration department

The Commission's institutional capacity is a constant and continuous priority to provide the necessary springboard for the Commission to effectively perform its mandate. The department is responsible for creating an enabling environment for the Commission to smoothly accomplish its activities; and supervise the general administration of the Commission.

The Commission made efforts to strengthen institutional administrative structures, pursue infrastructure development, obtaining appropriate tools and support services including financial management, human resource management systems, policy analysis and planning, monitoring and evaluation, procurement, internal audit and a range of non-specialized services. These services critically supported the functionality of the institution. These are necessary to ensure the continuous investment in the institutional growth and development of the Commission to enable it to effectively and efficiently deliver on its mandate.

As earlier stated efforts have been explored and undertaken to review the Commission structure so as to make it more effective and responsive to the service delivery needs, as well as to enhance the terms and conditions of service for the legal staff across the board. In addition, there has been improvement of welfare across the Secretariat to promote motivation and drive and the commitment and dedication to serve.

The strength of the Commission has been realized through the progressive tooling and retooling of the Commission, fostering conducive work space and environment, as well as building the capacity of the members of the Commission and the staff. However, there has been limited release of the budgeted development funds meant for re-tooling by Ministry of Finance, Planning and Economic Development most of the last 3 financial years.

The department provides policy direction, ensures budget preparation and execution, budgetary control, provides effective coordination of the activities, manages and coordinates the administrative matters of the Commission. It has the responsibility to ensure proper utilization and accountability of resources released for efficiency and effectiveness in performance.

### 2.5.2 Budget Performance Under Government of Uganda Funding

A lot of effort has been placed on enhancing the Commission budget over the years and these efforts have yielded quite good results.

The Commission through continuous engagements with key stakeholders has had its Government of Uganda (GoU) funding increased from 3.375 billion in Financial Year 2016/2017 to 20.537 billion in the current Financial Year 2024/25 in areas of wage, non-wage recurrent and development component, thus representing a 508.5% increase over the past eight (8) years. However, the actual budget release performance averaged at 96.9% of the approved budget estimates. An analysis of the Commission budget over the eight (08) year period is contained in Table 2I below.

**Table 2I: Commission Budget Performance for Government of Uganda funding of the Commission for FY2016/17 - 2023/24**

Revenue Category/FY	Approved Budget Estimates FY 2016/2017-2023/2024 (Billion)							
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>Wage</b>	0.780	1.904	1.979	1.979	2.675	2.697	3.201	3.201
<b>Non-Wage Recurrent</b>	2.356	6.419	7.526	7.785	7.740	8.178	13.793	14.458
<b>Development</b>	0.239	0.239	0.493	0.243	0.243	0.773	0.581	2.774
<b>Total Budget Estimates</b>	<b>3.375</b>	<b>8.562</b>	<b>9.998</b>	<b>10.007</b>	<b>10.658</b>	<b>11.648</b>	<b>17.575</b>	<b>20.433</b>

Source: Judicial Service Commission Annual Reports FY 2016/2017 - 2023/24

The increase was earmarked for provision of wage to recruit more staff as per the re-structured establishment in 2021, cater for enhancement of wage for the legal professionals, accommodate the increase in retainer allowance for the members of the Commission and office relocation expense of the Commission.

The diminutive variations on the Medium-Term Expenditure Framework (MTEF) projections were due to budget cuts by the Ministry of Finance, Planning and Economic Development (MoFPED) depending on the resource availability.



## Recommendation

The 7<sup>th</sup> Commission will need to continue to engage with the MoFPED and the Legal and Parliamentary Committee as well as the Budget Committee of Parliament to ensure 100% release of the appropriated budget for development to the Commission.

### 2.5.3 Budget performance under Justice Law and Order Sector funding;

In order to achieve its mandate and due to the funding gaps from Government of Uganda, the Commission has enjoyed donor funding support through the Justice Law and Order Sector (JLOS) domiciled in the Ministry of Justice and Constitutional Affairs (MoJCA). However, over the last 3 years, this funding has continued to reduce due to changing priorities of different donors. Thus the performance analysis of the JLOS funding received over the last four (4) Financial Years averaged at 38.1% budget release as shown in table 2J below.

**Table 2J: JLOS Budget Performance of the Commission for FY2016/17 - 2023/24**

Financial Year	Approved Budget	Budget Release	% Budget Release
2016/2017	647,000,000	505,000,000	78%
2017/2018	981,000,000	981,000,000	100%
2018/2019	2,211,939,000	1,803,772,000	82%
2019/2020	878,000,000	1,182,000,000	135%
2020/2021	2,309,377,000	666,204,000	29%
2021/2022	758,700,000	387,853,000	51%
2022/2023	1,514,290,000	360,114,920	24%
2023/2024	988,850,000	479,484,570	48%

Source: Annual Performance Reports and Budget, JSC FY 2016/2017 - 2023/24

### 2.5.4 Staff motivation and commitment

There has been noticeable improvement in staff motivation. The Commission in 2021 made a case to the Ministry of Public Service for alignment of the monthly pay of the legal professionals with that of the Judiciary. This case was considered and in FY 2022/23, the pay of the legal professionals was aligned with that of the Judiciary for the same level of the staff. However, this increase of monthly pay left out the other non-legal professionals who equally work for and contribute to the achievement of the mandate of the Commission.

## Recommendation

There is need for the 7<sup>th</sup> Commission to continue to make efforts to motivate the non-legal staff of the Judicial Service Commission so that their terms and conditions of service can be reviewed. The proposal of amending the Constitution and the Judicial Service Act to empower the Commission to appoint its staff should be reconsidered and advocated for as part of the proposals for improving the human resource component of the Commission.

### **2.5.6 Facilitation of Full Commission meetings**

Facilitation of the Commission is one of the key outputs of the department of Finance and Administration. This facilitation contains preparation of work plans and budgets, servicing Commission meetings through preparation of the Commission activity calendar, drafting the agenda in consultation with the Chairperson, providing all the needed information and documents for Commission meetings, payment of monthly retainer, allowances and any other payments due to the members of the Commission. The department takes proceedings of all Commission meetings, prepares the minutes, extracts Commission decisions and submits for implementation and keeps in safe custody all the Commission minutes and other valuable documents.

The Finance and Administration facilitated the Members of the Commission to attend a retreat at Paraa Safari Lodge and in Hoima City in November, 2024 for the final review of the Commission's eight years journey.

In Hoima City the members engaged in Community Engagement Camp activities organized by the Directorate of LEPAR and CIDA. The activities included engagement with Judicial officers of the Hoima High Court Circuit at Hoima High Court headquarters, attended Anti-corruption workshop for Hoima city local leaders at the Hoima Boma Grounds, and conducted live Radio Talk shows at Spice FM Hoima.

On the way back to Kampala the Members visited national heritage oil sites of Kingfisher Development Area at Buhuka Camp in Kikuube district and Pump Station 1 under construction at Kabalega Industrial Park. At Paraa Safari Lodge the members of the Commission toured national park and heritage sites of the Top hills of the River Nile - Marchison Falls (the gorge) in Masindi district.

### **2.5.7 The Annual Stakeholders Forum**

The Commission held three (3) Annual Stakeholders' Forums during the 5<sup>th</sup> Commission. The engagements were not possible at the start of the 6<sup>th</sup> Commission due to the COVID -19 pandemic and the increasing time committed to recruitment activities. The Annual Stakeholders' Forum brought stakeholders in the Justice delivery chain together and provided an platform for exchange of feedback on the effectiveness of the Commission's programmes in contribution to increased access to justice for all across the court system in Uganda.

In these Fora the Commission also provided feedback to the different stakeholders and shared proposals for further action to enhance access to justice in Uganda for all categories of court users. The delays in the criminal justice system was identified a major concern as noted in the Reports of LEPAR Directorates arising from the different visits to courts and Prisons.

### **Recommendation**

- Ø To revive the Annual Stakeholders Forum as an important opportunity for stakeholder engagement.
- Ø To consider the convening of a National Judicial Service Commission Open Day and similar open days for the regional offices once they are fully established and resourced to undertake such activities.

### **2.5.8 Establishment of Judicial Service Commission Regional Offices**

The Local Government administrative structure of the country currently has 146 districts, 41 Municipalities, 312 counties, 2184 sub counties /town councils. These administrative units increase the demand for the proper administration of justice during their operations. In addition, there are currently 10 Cities in Uganda.

During the term of office for the 5<sup>th</sup> Commission the first regional office was established in Moroto and this was spearheaded to enhance the presence of the Commission in the Karamoja Region. At that time the Judiciary had The Chief Magistrates Court and the JLOS Secretariat had supported the Judiciary to put up the JLOS Centre.

The Judiciary then launched the Moroto High Court on 8<sup>th</sup> May, 2023 with the view of reducing case backlog and cutting transport costs for justice seekers who had to go to the Soroti High Court. This was a welcome development that greatly profiled the Commission in the Region as we had advocated for the establishment of the circuit. Since then during the term of the 6<sup>th</sup> Commission two more regional offices were established in Masaka and Mbarara. The approval of the Commission is to have seven (7) regional offices. The other four offices are to be established in the oil region in Hoima/Masindi, in Arua for the West Nile, in Gulu for the Northern region and in Mbale for the eastern region.

The opening of the three (3) operational Regional offices has been made possible through collaboration with the respective district administration for provision of office space and the initial staff were seconded by the respective districts. To open the three(3) Regional offices was mainly through JLOS secretariat funding as the 5<sup>th</sup> and 6<sup>th</sup> Commission worked hard to get this legacy project be fully funded by funds from Government of Uganda once the approvals of the reviewed structure were obtained from the Ministry of Public Service.

The Regional Offices are intended to take the Commission services closer to the people particularly for promoting Judicial and public legal education and dissemination of information on law and the administration of justice in Uganda. Where a court user has a concern or complaint concerning any court in the area it is easier for such information to be delivered at these offices in case the person cannot use the toll-free lines.

The Regional Office Operational Guidelines were developed and the desired staffing levels have been approved by the Ministry of Public Service in 2024. The request for recruitment of Principal Legal Officers and Legal Clerks as the starting staff complement for each office has been made to Public Service Commission.

### **Recommendation**

Ø The 7<sup>th</sup> Commission will have to open and operationalize the JSC Regional Offices in Mbale, Arua, Gulu and Hoima and ensure that the operational budget for the 7 offices is catered for the in overall budget of the Commission for each financial year. The engagements have already taken place with the respective Local Government Administration for provision of office space and one or two support staff.

### **2.5.9 Equipping and retooling of offices**

The Commission has been able to secure office space, furniture and other equipment to enable staff perform their duties while at the Commission. During the 5<sup>th</sup> Commission, the provision for the capital development was minimal with an average of UGX 0.1763 billion except in the FY 2018/2019 where a provision of UGX 0.896 billion was made to cater for partitioning of the new JSC offices formerly at the Lotis Tower in Nakasero in Kampala district.

During the 6<sup>th</sup> Commission, the provision for capital development averaged UGX 0.323 billion except in the FY 2023/2024 where a provision of UGX. 1.317 billion was made to cater for partitioning of the new JSC offices and office furniture at Kingdom Kampala building.

The secured office space provided room for better office facilities and to conduct Judicial Service Commission business concurrently. For example, more meeting rooms enable various departments to hold meetings at the same time; the Commission could carry out its selection/recruitment sessions through the two (2) panels for Judicial officers and the three(3) boards for administrative and other staff can hold interview sessions simultaneously.

In the last four (04) years, the Commission managed to procure only two (02) double cabin motor vehicles, and one (01) saloon car. This was due to non-release of the development budget and hence the challenge of inadequate transport facilities for field work has persisted since the 5<sup>th</sup> Commission. The Commission also procured a few assorted office furniture and fittings and assorted ICT equipment under the capital development component. Earlier during the term of office for the 5<sup>th</sup> Commission the Strengthening of Uganda Government Anti-Corruption Response (SUGAR) supported the Commission to obtain laptops for prosecutors and investigators, recording equipment and to automate the complaints handling system.

Therefore, most of the furniture and fittings being used by the Commission are due for replacement though there has been a variance between the approved development budget and what is actually released each financial year. The 7<sup>th</sup> Commission may not have all the required office equipment and furniture in their respective offices. As the Commission Secretariat also expands and regional offices are established the office equipment and furniture has to be procured.

### **Recommendation**

The Commission needs to pursue a waiver to procure more Motor Vehicles to replace the aged fleet. Only three (3) out of seventeen (17) motor vehicles have been used for below 5 years or below 100,000 km in mileage.

#### **2.5.10 Other Administrative Outputs**

The Commission website has been upgraded while the Resource Centre updated with law reference materials. Accessibility of the Commission Resource Centre has also been enhanced. The Commission subscribes to and has an e-Law library installed at the Resource Centre. The Commission has drafted an Information Manual, to aid access to information by justice users, which is still due for publication. The department prepares the Judicial Service Commission Annual Reports which are available on the JSC website.

The Commission as a vote has unqualified Audit reports from the Office of the Auditor General over the period of eight (8) years of the 5<sup>th</sup> and 6<sup>th</sup> Commission. The Administrative staff have maintained the available vehicles and ICT equipment and furniture in good condition. They have prepared the statutory Planning and budget related documents/reports and submit the same to MoFPED, They have coordinated the Planning and Budgeting process over the period, shared information on social media platforms to promote the JSC initiatives and the announcements resulting from implementation of different functions.

The Commission uses different platforms to share information including the JSC website (<https://www.jsc.go.ug/>), and twitter (@JSCUganda). Members and the staff of the Commission participate in various public awareness activities where information on JSC achievements is shared with members of different communities and the public at large. The Commission has used events and celebrations over the 8 years to promote its visibility, share its achievements and provide information on selected laws and the justice delivery system in Uganda. The celebrations for Labour day, the Public Service Day, Heroes' day, International Women's day, Independence day, Liberation day, Anti-Corruption week, International day of the girl child, the Agribusiness Exhibition, PEWOSA, National Court open days, the National ICT Job fair and the 2024 Public service March, among others, have been used as platforms for interacting with the people to ensure they are well informed about the justice delivery system in Uganda.

In 2024 the Commission participated in the first ever Judiciary National Open Day held at the Kololo Independence grounds. The event brought together Justices, Judges and Registrars together with other Judicial Officers in the greater Kampala and Wakiso regions and they interacted with court users. The Judiciary provided space for different actors in the Administration of Justice Program to exhibit and share material resources and information with each other. JSC had an exhibition tent where consultations with the public were encouraged and those with complaints submitted them for further management by the CIDA team. At the Open Day the Commission's tent area interacted with over 100 people who visited the tent.

The people had the opportunity to ask questions concerning challenges they have encountered in their pursuit for justice through courts of law. The responses to the areas of concern were shared publicly and those who required individual advice were separately attended to by Commission Staff.

# CHAPTER THREE

## CHALLENGES FACED DURING THE 5TH AND 6TH COMMISSION

### 1. Effects of the Covid-19 pandemic

In 2019, a novel virus, the Severe Acute Respiratory Syndrome Corona Virus 2 (SARS-CoV-2), was detected in China. The contagion spread rapidly across the world. In January, 2020, the contagion was declared a public health emergency of international concern and a global pandemic in March, 2020. With cases being detected in Uganda, H.E the President instituted stay-at-home orders ("lockdown") on 18th March, 2020 in order to contain the spread of the virus. All persons, except essential personnel, were expected to stay at home during the lockdown period. The lockdown orders led to the closure of all institutions, as all non-essential personnel were expected to stay at home. Even after the lifting of the lockdown, there were restrictions on movements and gatherings of people for another year. The effects of the pandemic greatly affected the work of the Commission in the two years, 2020 and 2021.

### 2. Inadequate provision of funds for the Commission

The total budget estimates provided from the Government of Uganda component under recurrent non-wage and development components is still inadequate considering the Commission's expanded functions. The Members of the Commission and Staff had to be frugal through the 8 years to ensure that most of the prioritized programs were implemented. The program most affected is Judicial and public legal education whereas this is a safeguard for addressing lack of awareness which makes it easy for the people using courts to be manipulated. To reduce the numbers of persons in prisons we have to promote crime prevention and awareness about selected laws and the operations of the criminal justice system. The funding gap between the projected revenues and the actual released funds to the Commission has to be addressed in the shortest period.

### 3. Inadequate transport provision

Public legal education requires the Commission to traverse the country to raise awareness about people's rights, responsibilities and the justice delivery system. The Commission had aimed to reach 15 million people nationwide during the 6<sup>th</sup> Commission. However, due to severe shortage of vehicles at the Commission, it is challenging to carry out field activities as planned. In addition, complaints management requires timely investigation but without adequate vehicles remained a challenge. At times other National Government programs affect the Commission activities for example, field activities in the 2nd quarter FY 2023/2024 were significantly affected by the lack of vehicles, as all Commission vehicles were used by the Ministry of Works during the NAM Summit in January 2024.

### 4. Budget Cuts for the approved budget estimates

The budget cuts affect implementation of the planned activities, for instance the Commission suffered budget cuts in FY 2019/2020, 2020/2021, 2022/2023 and 2023/2024 of its approved recurrent non-wage and /or development budgets.

Further to the budget cuts, Ministry of Finance, Planning and Economic Development during the 5th and 6th Commission released only 3.953billion of the 5.585billion budgeted for the development components. This represents 70.8% performance of which 23.8% (1.327billion) was for partitioning of new offices of the Commission first at Lotis Tower before the structural defect was detected and later at the Kingdom Kampala Building where the Commission Secretariat is now located.

## CHAPTER FOUR

### RECOMMENDATIONS FOR THE 7TH COMMISSION






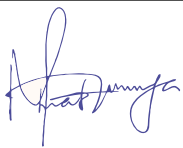




The End of Term Report presents a number of recommended actions that the 7<sup>th</sup> Commission will have to follow up in order to further enhance the capacity of the Commission to deliver effectively and efficiently on all its functions. The Recommendations are presented in Chapter 2 and 3 of this Report. Here below is a summary of the key recommendations for ease of reference. Otherwise the justifications for the recommendations are presented in the chapters 2 and 3 of this Report.

1. Follow up on the law reform proposals to address the issue of the composition of the Commission and the part time nature of appointment for majority of Commissioners.
2. Adequately plan for the transfer of the Commission Secretariat to its permanent home in Naguru in order to maximize the use of the office space allotted to the Commission and ensure that the Commissioners have individual offices to facilitate their work and to secure the Commission's documents.
3. Ensure that within the first two months of the term of office of the 7<sup>th</sup> Commission an induction session for all Members is conducted. This is crucial as the majority of the Members shall be new and it is essential for team building and to understand and appreciate the work processes of the Commission, considering the sensitivity of its functions that impact on the image of the Judiciary, as an arm of Government.
4. Provide the Commissioners with the basic tools of work including the key legislation and JSC Regulations, 2025 for ease of reference.
5. Embark on the strategic planning process for developing the JSC Strategic Plan III (2025/2026 – 2029/2030), which should be ready before the end of 2025.
6. Convene a meeting with the Leadership of the Judiciary and obtain the current status of Judicial Officers and their deployment plus a projected list of vacancies to be handled in the next 12 months period.
7. Review the JSC 2024 Validation Report which provides information on the status of the administrative and other staff of the Judiciary by the month of June, 2024. Prioritize the implementation of the recommendations included in this Validation Report in order to complete the validation exercise for the few staff who missed and regularize those who have remained on temporary local contracts subject to the conditions stated in the Report.
8. Finalize the transition process of the Judiciary staff to the Judiciary Service in line with the recommendations of the JSC 2024 Validation Report within a set period.
9. Complete the process of developing a digital Platform that profiles the Judicial Officers, administrative and other staff in the Judiciary Service with a link to the Judiciary Performance Management Systems.

10. Continue with the move towards a paperless Search and Recruitment process for both the recruitment of Judicial officers and administrative and other staff of Judiciary.
11. Build the capacity within the Commission to conduct the competence/aptitude tests for compliant applicants for position of Magistrate Grade I, and other entry level positions for administrative and other staff of the Judiciary.
12. Ensure that once the Commission moves to its permanent home the Resource Centre is further developed and automated to ensure that majority of resource materials are accessible online and where possible, the categorized list of materials available in the Resource Centre is accessible to all the Members, the Legal and other staff of the Commission and to different users through the JSC website.
13. Encourage Commission staff to regularly write stories on the activities and achievements of the Commission and post the stories on the JSC website. This can be an award-winning activity for staff motivation with the staff with the highest number of stories reviewed on the JSC Website is recognized at the year-end party.
14. Complete the upgrading of the Complaints Management System to fast track complaints handling and monitor progress of investigations and disposal of complaints within the set time frame as prescribed in the Client's Charter.



## Signature Page

S/N	NAME OF MEMBER	TITLE	SIGNATURE
1.	Hon. Justice Benjamin Kabiito	Chairperson	
2.	Hon. Lady Justice Faith Mwendha	Deputy Chairperson	
3.	Hon. Lady Justice Elizabeth Musoke	Member representing the Judiciary	
4.	Hon. Kiryowa Kiwanuka	Attorney General Ex-Official	
5.	Ruth Sebatindira SC	Member representing Uganda Law Society	
6.	Norah Matovu Muwanga	Member representing Uganda Law Society	
7.	Mr. Johnson Bitarabehe	Member representing the Public Service Commission	
8.	Mr. Jimmy Okello	Member representing the Public	
9.	Hajji Badru Lubega Wagwa	Member representing the Public	
10.	Dr. Rose Nassali Lukwago	Permanent Secretary/ Secretary	

## THE 5<sup>TH</sup> AND 6<sup>TH</sup> COMMISSION IN PICTORIAL



Members of the 6th Commission in a group photo with the Secretary Judicial Service Commission



Chairperson, Deputy Chairperson, Members of the 5th Commission with the Secretary JSC



Invited guests and Members of sister Commissions during the JSC end of year performance review meeting



Meeting at Hoima High Court



Members of the Commission at the Registry in Hoima



Hajji Waggwa Badru, Member of the Commission handing over copies of the Citizen's Handbook to District leaders in Hoima District



Commission Members at the entrance of Murchison Falls National park



JSC end of year staff party 2024



A boat ride in Murchison Falls National Park



Commission meeting to discuss the end of term report



Members of the Commission with Judicial Officers under Hoima High Court Circuit



Members of the Commission at the Registry in Hoima



Members and staff of the Commission at King Fisher site in Hoima City



Visit to the Albertine Grabben



THE CHIEF JUSTICE HON. BART KATURERE POSES WITH THE SWORN IN MEMBERS OF JUDICIAL SERVICE COMMISSION AT HIGH COURT ON 8th/Dec/ 2016



Stakeholder engagement with officials from the World Bank in a bid to enhance performance management of judicial officers.



Chairperson with JSC team at the National Court open day



Members of the 5th Commission during a press conference



Deputy Chairperson of the Commission at the launch of the 4th Edition of the Citizens' Handbook on Law and Administration of Justice in Uganda



Members of the 5th Commission in a meeting with Uganda Law Society leadership, led by then President, Simon Peter Kinobe



The Deputy Chairperson JSC, Canon Lady Justice Faith Mwendha during the swearing in ceremony of the 6th Commission at the Supreme Court grounds



Commissioner Ruth Sebatindira SC swearing in as Member of the 6th Commission on 21st January 2021



Hon. Lady Justice Elizabeth Musoke attending to a Judiciary staff at the Kampala validation center



Meeting between the Commission and UJOA



Hearings of matters concerning Judicial Officers



Head of Public Service, Deputy Head of Public Service, Secretary and Under Secretary JSC with staff in 2021



Commissioner Norah Matovu Muwanga addressing inmates' concerns at Masaka Prison



Secretary JSC addressing Members of the Commission and staff during the 2023 staff retreat



Deputy Chairperson JSC with a team that participated in the validation exercise for administrative and other staff of the Judiciary



The Secretary JSC, Dr. Rose Nassali Lukwago with the Hon Justice Benjamin I Kabiito during the sendoff ceremony of the 6<sup>th</sup> Commission.



Chairperson JSC shares copies of the JSC annual report with Bushenyi District Leadership



Members of the 6<sup>th</sup> Commission, Hon. Lady Justice Elizabeth Musoke, Hon. Norah Matovu Muwanga with the Secretary JSC, Dr. Rose Nassali Lukwago as team Kampala during the validation exercise for administrative and other staff of the Judiciary in March 2024.



The Secretary to the Judiciary, Dr. Pius Bigirimana and Hon Justice Benjamin I. Kabiito during the swearing ceremony of the 6<sup>th</sup> Commission.



Hon. Christine Amongin Apuru, Member of the 5<sup>th</sup> Commission sharing a light moment with the Late Hon. Lady Justice Stella Arach Amoko during the swearing in of the 6<sup>th</sup> Commission at the Supreme Court grounds in Kampala.

## APPENDIX

### RECRUITED JUDICIAL OFFICERS BY 5<sup>TH</sup> COMMISSION (2017-2020) DETAILED

<b>2017</b>	<b>DEPUTY CHIEF JUSTICE</b>		
	1. Hon. Justice Alphonse Chigamoy Owiny-Dollo	Deputy Chief Justice	30/9/2017
	<b>JUSTICE OF THE SUPREME</b>		
	2. Hon. Justice Augustine Nshimye	Justice of the Supreme Court	15/10/2017
	3. Hon. Justice Jotham Tumwesigye(2)Y Contract	Justice of the Supreme Court	15/11/2017
	4. Hon. Justice Richard	Justice of the Supreme	10/11/2017
	5. Hon. Justice Paul Kahaibale	Justice of the Supreme Court	9/4/2017
	<b>AG. CHIEF MAGISTRATE</b>		
	6. HW Yeteise Charles	Ag. Chief Magistrate	29/11/2017
	7. HW Chemeri Jessica	Ag. Chief Magistrate	29/11/2017
	8. HW Nakitende Juliet	Ag. Chief Magistrate	29/3/2017
	9. HW Hatanga Horty Juliet	Ag. Chief Magistrate	29/3/2017
	10. HW Kagoda Samuel	Ag. Chief Magistrate	29/11/2017
	11. HW Kisakye Charles (post humously)	Ag. Chief Magistrate	10/5/2017
<b>2018</b>	<b>JUDGE OF COURT OF</b>		
	12. Justice Christopher	Judge of Court of Appeal	Letter
	13. Justice Stephen Musota	Judge of Court of Appeal	Letter
	14. Justice Percy Tuhaise	Judge of Court of Appeal	Letter
	15. Justice Ezekiel Kurabiraho Muhanguzi	Judge of Court of Appeal	Letter 9/03/2017
	16. Justice Remmy Kasule	Judge of Court of Appeal	9/7/2019
	<b>JUDGE OF HIGH COURT</b>		
	17. Justice Jane Francis	Judge of High Court	Letter
	18. Justice Cornelia Kakooza	Judge of High Court	Letter
	19. Justice Gadenya Paul	Judge of High Court	Letter
	20. Justice Richard Wejuli	Judge of High Court	Letter
	21. Justice Joyce Kavuma	Judge of High Court	Letter
	22. Justice Oliva Kazarwe	Judge of High Court	Letter
	23. Justice Ssekaana Musa	Judge of High Court	Letter
	24. Justice Alex Mackay Ajiji	Judge of High Court	Letter
	25. Justice Tadeo Asiimwe	Judge of High Court	Letter
	26. Justice Emmanuel	Judge of High Court	Letter



	<b>CONTRACT JUDGE HIGH</b>		
27.	Justice Peter Kermit Keronoga	Contract Judge High Court	20/3/2018
	<b>JUDGE OF INDUSTRIAL</b>		
28.	Justice Linda L. Tumusiime	Judge of Industrial Court	20 <sup>th</sup> August 2018
29.	Justice Asaph Ruhinda	Judge of Industrial Court	20 <sup>th</sup> August
	<b>REGISTRAR</b>		
30.	HW Busingye Byaruhanga Immaculate	Registrar	23 <sup>rd</sup> May 2018
31.	HW Nabayo Esta	Registrar	23 <sup>rd</sup> May 2018
32.	HW Mugabo Vincent	Registrar	23 <sup>rd</sup> May 2018
33.	HW Sserunkuma Isah	Registrar	23 <sup>rd</sup> May 2018
34.	HW Oduki Philip	Registrar	23 <sup>rd</sup> May 2018
	<b>CHIEF REGISTRAR</b>		
35.	HW Esta Nambayo	Chief Registrar	30/8/18
	<b>DEPUTY REGISTRAR</b>		
36.	HW Bareebe Rosemary Ngabirano	Deputy Registrar	25/4/2018
37.	HW Nabakooza Flavia	Deputy Registrar	25/4/2018
38.	HW Oliver Kazaarwe	Deputy Registrar	25/4/2018
39.	HW Kaitesi Kisakye Mary	Deputy Registrar	25/4/2018
40.	HW Nabaggala Sylvia	Deputy Registrar	25/4/2018
41.	HW Anguadia Moses	Deputy Registrar	25/4/2018
42.	HW Kaweesi Godfrey	Deputy Registrar	25/4/2018
43.	HW Festo Nsenga	Deputy Registrar	25/4/2018
	<b>ASSISTANT REGISTRAR</b>		
44.	Kabagye Bahinguza Joy	Assistant Registrar	11/7/2018
45.	HW Ssempala Dorothy	Assistant Registrar	11/7/2018
46.	HW Kingu Simon Zirintusa	Assistant Registrar	11/7/2018
47.	HW Karemera James	Assistant Registrar	11/7/2018
	<b>CHIEF MAGISTRATE</b>		
48.	HW Hatanga Harty Juliet	Chief Magistrate	11/7/2018
49.	HW Nakitende Juliet	Chief Magistrate	11/7/2018
50.	HW Singiza Karekona	Chief Magistrate	11/7/2018
51.	HW Akullo Elizabeth Ogwal	Chief Magistrate	11/7/2018
52.	HW Mugala Jane	Chief Magistrate	11/7/2018
53.	HW Amoko Patricia	Chief Magistrate	11/7/2018
54.	HW Katusabe Prossy	Chief Magistrate	11/7/2018
55.	HW Obong George	Chief Magistrate	11/7/2018
56.	HW Lamunu Pamela	Chief Magistrate	11/7/2018

	57. HW Samuel Ntende	Chief Magistrate	11/7/2018
	58. HW Teko Lokeris Godfrey	Chief Magistrate	11/7/2018
	59. HW Immalingat Robert	Chief Magistrate	11/7/2018
	60. HW Mulondo Masitula	Chief Magistrate	11/7/2018
	61. HW Nantenza Zulaika	Chief Magistrate	11/7/2018
	62. Chemeri Jesica	Chief Magistrate	11/7/2018
	63. HW Yeteise Charles	Chief Magistrate	11/7/2018
	64. HW Sayuni David	Chief Magistrate	11/7/2018
	65. HW Ntalo Nasulu Hussien	Chief Magistrate	11/7/2018
	<b>AG. CHIEF MAGISTRATE</b>		
	66. Mafabi Richard (post humous appointment)	Ag. Chief Magistrate	28-29 Nov, 2018
	<b>MAGISTRATE GRADE ONE</b>		
	67. HW Koburunga Patience	Magistrate Grade I	22/8/2018
	68. HW Najjuko Evelyn	Magistrate Grade I	22/8/2018
	69. HW Kembabazi Gloria	Magistrate Grade I	22/8/2018
	70. HW Lwanga Benedict	Magistrate Grade I	22/8/2018
	71. HW Otwao Fidelis	Magistrate Grade I	22/8/2018
	72. HW Seguya Ivan	Magistrate Grade I	22/8/2018
	73. HW Nzwebe Phillip	Magistrate Grade I	22/8/2018
	74. HW Ziraba Arther	Magistrate Grade I	22/8/2018
	75. HW Karakire Edgar	Magistrate Grade I	22/8/2018
	76. HW Igga Adiru	Magistrate Grade I	22/8/2018
	77. HWTuribamwe Christine	Magistrate Grade I	22/8/2018
	78. HW Kaweesa Emmanuel	Magistrate Grade I	22/8/2018
	79. HW Wegoye Joel	Magistrate Grade I	22/8/2018
	80. HW Nabirye Fatumah	Magistrate Grade I	22/8/2018
	81. HW Adong Suzan	Magistrate Grade I	22/8/2018
	82. HW Namukasa Hamidah	Magistrate Grade I	22/8/2018
	83. HW Akera Derick Otim	Magistrate Grade I	22/8/2018
	84. HW Mzwebe Philip	Magistrate Grade I	28/29/11/2018
<b>2019</b>	<b>JUSTICE COURT OF APPEAL</b>		
	85. Justice Remmy Kasule	Justice Court of Appeal	9/7/2019
	<b>AG. CHIEF REGISTRAR</b>		
	86. HW Chemutai Tom	Ag. Chief Registrar	13/12/2019
	<b>REGISTRAR</b>		
	87. HWAbyino Susan	Registrar	22/3/2019
	<b>ASSISTANT REGISTRAR</b>		
	88. HW Ajio Hellen	Assistant Registrar	26/9/2019
	<b>MAGISTRATE GRADE ONE</b>		

	89. HW Waninda Richard	Magistrate Grade I	26/9/2019
	90. HW Pririmba Emmanuel	Magistrate Grade I	26/9/2019
	91. HW Owomugisha Siena	Magistrate Grade I	26/9/2019
<b>2020</b>	<b>CHIEF JUSTICE</b>		
	92. Hon Justice Alfonse Chigamoy	Chief Justice	8/9/2020
	<b>DEPUTY CHIEF JUSTICE</b>		
	93. Justice Richard Buteera	Deputy Chief Justice	8/9/2020
	<b>CHIEF REGISTRAR</b>		
	94. HW Sarah Langa Siu	Chief Registrar	28/8/2020
	<b>REGISTRAR</b>		
	95. HW Harriet Nalukwago	Registrar	28/8/2020
	96. HW Samuel Emokor	Registrar	28/8/2020
	97. HW Kwizera Amos	Registrar	28/8/2020
	98. HWKanyange Suzan	Registrar	28/8/2020
	99. HW Anguandia Godfrey	Registrar	28/8/2020
	<b>DEPUTY REGISTRAR</b>		
	100. HW Atingu Beatrice	Deputy Registrar	10-11 June 2020
	101. HW Ayebare Tumwebaze Thadius	Deputy Registrar	10-11 June 2020

**TOTAL RECRUITTED BY THE 5<sup>TH</sup> COMMISSION (2017-2020) = 101**

**RECRUITED JUDICIAL OFFICERS BY 6<sup>TH</sup> COMMISSION (2021 -2024)**

<b>2021</b>	<b>JUDGE OF HIGH COURT</b>		
	1. Justice Margaret Apiny	Judge of High Court	31/1/2021
	<b>REGISTRAR</b>		
	2. HWBareebe Rosemary	Registrar	26/8/2021
	3. HW Kisakye Mary Lukwago	Registrar	26/8/2021
	4. HW Nabakooza Flavia	Registrar	26/8/2021
	<b>DEPUTY REGISTRAR</b>		
	5. HW Borore Julius Kyaka	Deputy Registrar	17/11/2021
	6. HW Bucyana Lillian	Deputy Registrar	17/11/2021
	7. HW Ayo Miriam Eddy Okello	Deputy Registrar	17/11/2021
	8. HW Agwero Catherine	Deputy Registrar	17/11/2021
	9. HW EreemyeJumire James Mwanda	Deputy Registrar	17/11/2021
	10. HW Mponye Kolya Sarah	Deputy Registrar	17/11/2021
	11. HW Babirye Mary	Deputy Registrar	16/6/2021
	12. HW Lamunu Pamela Ochaya	Deputy Registrar	16/6/2021
	13. HW Natukunda Janeva	Deputy Registrar	16/6/2021

14.	HW Ajio Hellen	Deputy Registrar	16/6/2021
15.	HW Hatanga Juliet Harty	Deputy Registrar	16/6/2021
16.	HW Katushabe Prosy	Deputy Registrar	16/6/2021
17.	HW Mushabe Alex Karocho	Deputy Registrar	16/6/2021
18.	HW Kareman Jameson	Deputy Registrar	16/6/2021
19.	HW Ntalo Nasulu Hussien	Deputy Registrar	16/6/2021
20.	HW Eduku John Paul	Deputy Registrar	16/6/2021
	<b>ASSISTANT REGISTRAR</b>		
21.	HW Mulondo Mastulah	Assistant Registrar	28/7/2021
22.	HW Alum Agnes Kwasa	Assistant Registrar	28/7/2021
23.	HWSayuni David	Assistant Registrar	16/6/2021
24.	HWAmoko Patricia	Assistant Registrar	16/6/2021
25.	HWChemeri Jessica	Assistant Registrar	16/6/2021
26.	HW Lubowa Daniel	Assistant Registrar	16/6/2021
27.	HW Matenga Dawa Francis	Assistant Registrar	16/6/2021
	<b>AG CHIEF MAGISTRATE</b>		
28.	Mukanza Robert	Ag Chief Magistrate	22/01/2021
29.	Muggaga John Kavuma	Ag Chief Magistrate	22/01/2021
30.	Nvanungi Sylvia	Ag Chief Magistrate	22/01/2021
31.	Tusiime Sarah	Ag Chief Magistrate	22/01/2021
32.	Semondo Benson	Ag Chief Magistrate	22/01/2021
33.	Nambozo Joy	Ag Chief Magistrate	22/01/2021
34.	Okumu Jude Muwone	Ag Chief Magistrate	22/01/2021
35.	Aanyu Margaret	Ag Chief Magistrate	22/01/2021
36.	Basemera Sarah Anne	Ag Chief Magistrate	22/01/2021
37.	Barigye Said	Ag Chief Magistrate	22/01/2021
38.	Aciro Joan	Ag Chief Magistrate	22/01/2021
39.	Watyekere G.W	Ag Chief Magistrate	22/01/2021
40.	Talisuna Patrick	Ag Chief Magistrate	22/01/2021
41.	HW Oji Phillips	Ag Chief Magistrate	22/01/2021
42.	Muhimbise Gordon	Ag Chief Magistrate	22/01/2021
	<b>CHIEF MAGISTRATE</b>		
43.	HW Kamasanyu Gladys	Chief Magistrate	16/6/2021
44.	HW Tusiime Sarah Bashaija	Chief Magistrate	16/6/2021
45.	HW Bamuhiga Patric	Chief Magistrate	16/6/2021
46.	Talisuna Patrick	Chief Magistrate	16/6/2021
47.	HW Ajuna Doreen	Chief Magistrate	16/6/2021
48.	HW Basemera Sarah Anne	Chief Magistrate	16/6/2021
49.	HW Barigye Said	Chief Magistrate	16/6/2021
50.	HW Aciro Joan	Chief Magistrate	16/6/2021
51.	HW Abiti Samson Loum	Chief Magistrate	16/6/2021

52.	HW Opio James	Chief Magistrate	16/6/2021
53.	HW Baligeza Mufumbiro	Chief Magistrate	16/6/2021
54.	HW Mbabazi Edith Mary	Chief Magistrate	16/6/2021
55.	HW Aanyu Margaret	Chief Magistrate	16/6/2021
56.	HW Amabilis Stela Maris	Chief Magistrate	16/6/2021
57.	HW Kayizzi Ronald	Chief Magistrate	16/6/2021
58.	HW Nalungi Esther	Chief Magistrate	28/7/2021
59.	HW Muhimbise Gordon	Chief Magistrate	28/7/2021
60.	HW Awacnedi Freddie	Chief Magistrate	28/7/2021
61.	HW Semondo Benson	Chief Magistrate	28/7/2021
62.	HW Nambozo Joy	Chief Magistrate	28/7/2021
63.	HWToloko Simon	Chief Magistrate	28/7/2021
64.	HW Khaiza Beatrice	Chief Magistrate	28/7/2021
65.	HW Okumu Jude Muwone	Chief Magistrate	22/91/2021
66.	HW Mukanza Robert	Chief Magistrate	22/91/2021
67.	HW Nvanungi Sylvia	Chief Magistrate	11/10/2021
<b>PRINCIPAL MAGISTRATE GR. 1</b>			
68.	HW Mushebebe Nabenda	Principal Magistrate Gr. 1	26/4/2021
<b>SENIOR MAGISTRATE GRADE I</b>			
69.	HW Nantege Christine	Senior Magistrate Grade I	26/4/2021
70.	HW Kyomuhangi Happy Anne	Senior Magistrate Grade I	28/7/2021
<b>MAGISTRATE GRADE I</b>			
71.	HWWemesa Caroline	Magistrate Grade I	25-29/10/2021
72.	HW Oroya Conrad Obol	Magistrate Grade I	25-29/10/2021
73.	HW IIngyeirwe Joshua	Magistrate Grade I	25-29/10/2021
74.	HW Olupot Pascal	Magistrate Grade I	25-29/10/2021
75.	HW Ariokot Esther Joyce	Magistrate Grade I	25-29/10/2021
76.	HWTabaruka Racheal	Magistrate Grade I	25-29/10/2021
77.	HWNamankati Annet	Magistrate Grade I	25-29/10/2021
78.	HW Nassuna Sharon	Magistrate Grade I	25-29/10/2021
79.	HW Matanda Abubaker	Magistrate Grade I	25-29/10/2021
80.	HW Agelun Winifred	Magistrate Grade I	25-29/10/2021
81.	HW Nangobi Miria Jackie	Magistrate Grade I	25-29/10/2021
82.	HW Avako Specioza	Magistrate Grade I	25-29/10/2021
83.	HW Nalubowa Mary Goret	Magistrate Grade I	25-29/10/2021
84.	HW TusasirweJonard	Magistrate Grade I	25-29/10/2021
85.	HW Nasasiira Bridget	Magistrate Grade I	25-29/10/2021
86.	HW Bamukunda Caroline	Magistrate Grade I	25-29/10/2021
87.	HW Ayola Angella	Magistrate Grade I	25-29/10/2021
88.	HW Okiror Edmond Okwii	Magistrate Grade I	25-29/10/2021
89.	HW Muwonge William	Magistrate Grade I	25-29/10/2021

90. HW Nakkazi Mary Gorreti	Magistrate Grade I	25-29/10/2021
91. HW Murungi Esther	Magistrate Grade I	25-29/10/2021
92. HW Nyakato Moreen	Magistrate Grade I	25-29/10/2021
93. HWNyero Patrick Regan	Magistrate Grade I	25-29/10/2021
94. HW Magara Robert	Magistrate Grade I	25-29/10/2021
95. HW Akello Rebecca	Magistrate Grade I	25-29/10/2021
96. HWWamimbi Jonathan	Magistrate Grade I	25-29/10/2021
97. HW Kebirungi Natukunda Joy	Magistrate Grade I	25-29/10/2021
98. HWNamudiba Sandra Agnes	Magistrate Grade I	25-29/10/2021
99. HW Mayanja Philip Mukasa	Magistrate Grade I	25-29/10/2021
100. HW Nanyanzi Pamela Persis	Magistrate Grade I	25-29/10/2021
101. HWAamongine Eva Oteu	Magistrate Grade I	25-29/10/2021
102. HW Akoko Patrick Synclair	Magistrate Grade I	25-29/10/2021
103. HW Kemigisha Millicent	Magistrate Grade I	25-29/10/2021
104. HW Naluyima Victoria	Magistrate Grade I	25-29/10/2021
105. HW Namayanja Victoria	Magistrate Grade I	25-29/10/2021
106. HW Ochieng Yafesi	Magistrate Grade I	25-29/10/2021
107. HW Wakayemba Martin	Magistrate Grade I	25-29/10/2021
108. HW Afoyorwoth Winny Epiphany	Magistrate Grade I	25-29/10/2021
109. HW Waiswa Babu	Magistrate Grade I	25-29/10/2021
110. HW Opio Francis	Magistrate Grade I	25-29/10/2021
111. HWBusulwa Ivan	Magistrate Grade I	25-29/10/2021
112. HWAgumaasiimwe Damalie	Magistrate Grade I	25-29/10/2021
113. HWMazimwe Lilian	Magistrate Grade I	25-29/10/2021
114. HW Musiime Agnes	Magistrate Grade I	25-29/10/2021
115. HW Ategeka Ignatius	Magistrate Grade I	25-29/10/2021
116. HW Obizu Mallen	Magistrate Grade I	25-29/10/2021
117. HW Mudega Hope Tendo	Magistrate Grade I	25-29/10/2021
118. HW Okello Welborne	Magistrate Grade I	25-29/10/2021
119. HW Oyirwoth Jerry	Magistrate Grade I	25-29/10/2021
120. HW Muchelule Dismas	Magistrate Grade I	25-29/10/2021
121. HW Basaija Steven	Magistrate Grade I	25-29/10/2021
122. HW Nyakairu Edger	Magistrate Grade I	25-29/10/2021
123. HW Irumba AIIoki Barukagaki	Magistrate Grade I	25-29/10/2021
124. HW Wiiwo Fatumah Rashids	Magistrate Grade I	25-29/10/2021
125. HW Subira Pheona	Magistrate Grade I	25-29/10/2021
126. HW Mugweri Ambrose	Magistrate Grade I	25-29/10/2021
127. HW Katende Rashid	Magistrate Grade I	25-29/10/2021
128. HW Taremwa Martha	Magistrate Grade I	25-29/10/2021

	129.HW Padoko Gerald	Magistrate Grade I	25-29/10/2021
	130.HW Butoto Hassan Masaba	Magistrate Grade I	25-29/10/2021
	131. HW Kayaga Salima	Magistrate Grade I	25-29/10/2021
	132.HW MuyungaAshiraf	Magistrate Grade I	25-29/10/2021
	133.HW Kayuki Edward	Magistrate Grade I	25-29/10/2021
	134.HW Sabakaki Pauline	Magistrate Grade I	25-29/10/2021
	135.HW Ahumuza Peter Mugisha	Magistrate Grade I	25-29/10/2021
	136.HW Kamuganga Jude	Magistrate Grade I	25-29/10/2021
	137.HW KampireSylvie	Magistrate Grade I	25-29/10/2021
	138.HW NyevuAziiza	Magistrate Grade I	25-29/10/2021
	139.HW Ssenoga Juma	Magistrate Grade I	25-29/10/2021
	140.HW Maloba Ivan	Magistrate Grade I	25-29/10/2021
	141. HW Tibenkana Ali	Magistrate Grade I	25-29/10/2021
	142.HW Byekitinisa Franklin	Magistrate Grade I	25-29/10/2021
	143.HW Wanda David Grace	Magistrate Grade I	25-29/10/2021
	144.HW Owachgiu Richard	Magistrate Grade I	25-29/10/2021
	145.HW Kavuma Denis	Magistrate Grade I	25-29/10/2021
	146.HW Abilu Isaac Boniface	Magistrate Grade I	25-29/10/2021
	147.HW Natembo Aisha	Magistrate Grade I	25-29/10/2021
	148.HW Atono Willy	Magistrate Grade I	25-29/10/2021
	149.HW Kyegombe Enock	Magistrate Grade I	25-29/10/2021
	150.HW Amweno Hellen	Magistrate Grade I	25-29/10/2021
	151. HW Ndhazano Joshua	Magistrate Grade I	25-29/10/2021
	152.HW Asingwire Faith	Magistrate Grade I	25-29/10/2021
	153.HW Nakoko Isaac	Magistrate Grade I	25-29/10/2021
	154. HW Ahurira Praise	Magistrate Grade I	25-29/10/2021
	155.HW Kakuru Edgar	Magistrate Grade I	25-29/10/2021
	156.HW Atunga Marion Lyndah	Magistrate Grade I	25-29/10/2021
	157.HW Tiyo Janathan	Magistrate Grade I	25-29/10/2021
	158.HW Mushebebe Nebende	Magistrate Grade I	25-29/10/2021
	159.HW Acidri Bridget	Magistrate Grade I	25-29/10/2021
	160.HW Namwanje Rehmur	Magistrate Grade I	25-29/10/2021
	161. HW Nakibuuka Fiona	Magistrate Grade I	25-29/10/2021
	162.HW Kyoshabire Coroline	Magistrate Grade I	25-29/10/2021
	163.HW Nabirye Fatumah	Magistrate Grade I	25-29/10/2021
<b>2022</b>	<b>AG. JUDGE OF HIGH COURT</b>		
	164.HW Ikit Mary	Ag. Judge of High Court	25/4/2022
	165.HW SingizaKarekona Douglas	Ag. Judge of High Court	25/4/2022
	166.HW Matovu Nassuna Flavia	Ag. Judge of High Court	25/4/2022
	167.HW Samuel Emokor	Ag. Judge of High Court	25/4/2022

168.	HW Namanya Bernard	Ag. Judge of High Court	25/4/2022
169.	HW Patricia KahiigiAssiimwe	Ag. Judge of High Court	25/4/2022
170.	HW Kanyange Suzan	Ag. Judge of High Court	25/4/2022
171.	HW Ocaya Thomas	Ag. Judge of High Court	25/4/2022
172.	HW OjeleRubanga	Ag. Judge of High Court	25/4/2022
173.	HW Christine Kaahwa	Ag. Judge of High Court	25/4/2022
174.	HW Patricia Muteesi	Ag. Judge of High Court	25/4/2022
175.	HW Bukirwa Faridah	Ag. Judge of High Court	25/4/2022
176.	HW Magala Harriet Grace	Ag. Judge of High Court	25/4/2022
177.	HW Acellam Collins	Ag. Judge of High Court	25/4/2022
178.	HW Nagawa Celia	Ag. Judge of High Court	25/4/2022
179.	HW Nshimye Allan Paul	Ag. Judge of High Court	25/4/2022
	<b>AG. HEAD OF INDUSTRIAL COURT JUDGE</b>		
180.	Justice Tumisiime Mugisha Linda	Ag. Head of Industrial Court	2022
	<b>AG. JUDGE OF INDUSTRIAL</b>		
181.	Justice Wabwire Musana Anthony	Ag. Judge of Industrial Court	4/9/2022
	<b>AG. REGISTRAR INDUSTRIAL</b>		
182.	HW Sylvia Mbuga Nabaggala	Ag. Registrar Industrial	14/8/2022
	<b>AG. DEPUTY REGISTRAR</b>		
183.	HWTwakyire Samuel	Ag. Deputy Registrar	17/3/2022
184.	HW Akullo Elizabeth Ogwal	Ag. Deputy Registrar	17/3/2022
185.	HW Nanteza Zulaika	Ag. Deputy Registrar	17/3/2022
186.	HWAnyala Susanne Okeny	Ag. Deputy Registrar	17/3/2022
187.	HW Ssempala Dorothy Lwanga	Ag. Deputy Registrar	17/3/2022
188.	HW Nakitende Juliet	Ag. Assistant Registrar	17/3/2022
189.	HWKagoda Samuel Ntende	Ag. Assistant Registrar	17/3/2022
190.	HW Nakadama Esther Lydia	Ag. Assistant Registrar	17/3/2022
191.	HWButanula Rashida	Ag. Assistant Registrar	17/3/2022
	<b>AG. CHIEF MAGISTRATE</b>		
192.	HW Lochomin Peter Fred	Ag. Chief Magistrate	21/4/2022
193.	HW Natwijuka Aloysius Baryeza	Ag. Chief Magistrate	21/4/2022
194.	HW Nsenge Roseline	Ag. Chief Magistrate	21/4/2022
195.	HW Namusoby Sarah Mutebi	Ag. Chief Magistrate	21/4/2022
196.	HW Alule Augustine Koma	Ag. Chief Magistrate	21/4/2022
197.	HW Niwaha Shallon	Ag. Chief Magistrate	21/4/2022
198.	HW Angura Fionah Sheila	Ag. Chief Magistrate	21/4/2022
199.	HW Atim Harriet Okello	Ag. Chief Magistrate	21/4/2022



200.	HW Mfitundinda George	Ag. Chief Magistrate	21/4/2022
201.	HW Nakyazze Racheal	Ag. Chief Magistrate	21/4/2022
202.	HW Karungi Doreen Olga	Ag. Chief Magistrate	21/4/2022
203.	HW Awidi Suzan	Ag. Chief Magistrate	21/4/2022
204.	HW Kabugho Byakutaga Caroline	Ag. Chief Magistrate	21/4/2022
205.	HW Komakech Kenneth	Ag. Chief Magistrate	21/4/2022
206.	HW Ssemwanga Nalugya Mariam	Ag. Chief Magistrate	21/4/2022
207.	HW Osauro John Pauls	Ag. Chief Magistrate	21/4/2022
208.	HW Gakyaro Mpirwe Allan	Ag. Chief Magistrate	21/4/2022
209.	HW Owino Paul Abdonson	Ag. Chief Magistrate	21/4/2022
210.	HW Epobu Daniel	Ag. Chief Magistrate	21/4/2022
211.	HW Muhangi Saverino Gibson Buggingo	Ag. Chief Magistrate	21/4/2022
212.	HW Akankwasa Edward	Ag. Chief Magistrate	21/4/2022
213.	HW Byamugisha Derick	Ag. Chief Magistrate	21/4/2022
214.	HW Neumbe Ritah Kidasa	Ag. Chief Magistrate	21/4/2022
215.	HW Nanvuma Jane Francis	Ag. Chief Magistrate	21/4/2022
216.	HW Ajok Betty	Ag. Chief Magistrate	21/4/2022
217.	HW Kabahuma Lucy	Ag. Chief Magistrate	21/4/2022
218.	HW Nashiero Mwandha Robert	Ag. Chief Magistrate	21/4/2022
219.	HW Namazzi Ann Jacqueline	Ag. Chief Magistrate	21/4/2022
220.	HW Ociba Gloria	Ag. Chief Magistrate	21/4/2022
221.	HW Kasibayo Kosa	Ag. Chief Magistrate	21/4/2022
222.	HW Mr. Adoko Joe Fay	Ag. Chief Magistrate	21/4/2022
223.	HW Ms. Adikin Esther	Ag. Chief Magistrate	21/4/2022
224.	HW Okoth Thomas	Ag. Chief Magistrate	21/4/2022
225.	HW Kabombo Andrew	Ag. Chief Magistrate	21/4/2022
226.	HW Gumtweru Justine	Ag. Chief Magistrate	21/4/2022
227.	HW Bagyenda Hope	Ag. Chief Magistrate	27/5/2022
228.	HW Nabukeera Aisha	Ag. Chief Magistrate	27/5/2022
229.	HW Ssajjabbi Noah	Ag. Chief Magistrate	27/5/2022
230.	HW Namisi Hope	Ag. Chief Magistrate	27/5/2022
231.	HW Koluo Catherine Elayu	Ag. Chief Magistrate	27/5/2022

<b>AG. SENIOR PRINCIPAL</b>			
232.	HW Lumunye Timothy	Ag. Senior Principal Magistrate	Thursday
233.	HW Bwambale Daniel	Ag. Senior Principal Magistrate	21 <sup>st</sup> , Friday
234.	HW Kirya Martins	Ag. Senior Principal Magistrate	22 <sup>nd</sup> ,
235.	HW Nambatya Irene	Ag. Senior Principal Magistrate	

236.	HW Nassozi Rehema	Ag. Senior Principal Magistrate	Monday 25 <sup>th</sup> , Wednesday 27 <sup>th</sup> April 2022
237.	HW Asiimwe Abert	Ag. Senior Principal Magistrate	
238.	HW Mukasa Sanyu	Ag. Senior Principal Magistrate	
239.	HW Nahirya Esther	Ag. Senior Principal Magistrate	
240.	HW Okwong Stella Paculal	Ag. Senior Principal Magistrate	
241.	HW Tibagonzeka Jane	Ag. Senior Principal Magistrate	
<b>AG. PRINCIPAL MAGISTRATE</b>			
242.	HW Opit Christopher	Ag. Principal Magistrate	Thursday 28 <sup>th</sup> April , and Wednesday 4 <sup>th</sup> , Thursday 5 <sup>th</sup> , Monday 09 <sup>th</sup> and Thur sday 12 <sup>th</sup> May, 2022
243.	HW Byarugaba Adam	Ag. Principal Magistrate	
244.	HW Mutala Peter	Ag. Principal Magistrate	
245.	HW Nyakaana Allan	Ag. Principal Magistrate	
246.	HW Wakooli Grace	Ag. Principal Magistrate	
247.	HW Aisu Nicholas	Ag. Principal Magistrate	
248.	HW Atim Sheilla Gloria	Ag. Principal Magistrate	
249.	HW Asiku Swaleh	Ag. Principal Magistrate	
250.	HW Lwanga Benedict	Ag. Principal Magistrate	
251.	HW Nambozo Sanula	Ag. Principal Magistrate	
252.	HW Nsohya Ronald Kamya	Ag. Principal Magistrate	
253.	HW Mujuni Paul	Ag. Principal Magistrate	
254.	HW Muinda Tadeo	Ag. Principal Magistrate	
255.	HW Kyomugisha Evelyn	Ag. Principal Magistrate	
256.	HW Rukundo Isaac	Ag. Principal Magistrate	
257.	HW Bbosa Michael	Ag. Principal Magistrate	
258.	HW Achayo Rophine	Ag. Principal Magistrate	
259.	HW Okem Solomon Ezra	Ag. Principal Magistrate	
260.	HW Mutabazi Julius	Ag. Principal Magistrate	
261.	HW Iradukunda Elijah	Ag. Principal Magistrate	
<b>AG. SENIOR MAGISTRATE</b>			
262.	HW Koburunga Patience	Ag. Senior Magistrate	27/5/2022
263.	HW Najjuko Evelyn	Ag. Senior Magistrate	27/5/2022
264.	HW Ziraba Arther	Ag. Senior Magistrate	27/5/2022
265.	HW Karakire Edgar	Ag. Senior Magistrate	27/5/2022
266.	HW Namukasa Hamidah	Ag. Senior Magistrate	27/5/2022
267.	HW Turibamwe Christine	Ag. Senior Magistrate	27/5/2022
268.	HW Nabirye Fatumah	Ag. Senior Magistrate	27/5/2022
269.	HW Nsaire Proscovia	Ag. Senior Magistrate	27/5/2022
270.	HW Kabugho Elizabeth	Ag. Senior Magistrate	27/5/2022
271.	HW Wegoye Joel	Ag. Senior Magistrate	27/5/2022
272.	HW Igga Adiru	Ag. Senior Magistrate	27/5/2022
273.	HW Nzwebe Philip	Ag. Senior Magistrate	27/5/2022
274.	HW Adong Suzan	Ag. Senior Magistrate	27/5/2022

275.	HW Tabyeita Edgar Tusiime	Ag. Senior Magistrate	27/5/2022
276.	HW Kalule Emmanuel	Ag. Senior Magistrate	27/5/2022
277.	HW Tukahaabwa	Ag. Senior Magistrate	27/5/2022
278.	HW Kwesiga Michael	Ag. Senior Magistrate	27/5/2022
279.	HW Faidha Jamilar	Ag. Senior Magistrate	27/5/2022
280.	HW Khaukha Paul	Ag. Senior Magistrate	27/5/2022
281.	HW Imalingat Christine	Ag. Senior Magistrate	27/5/2022
282.	HW Ojok Tonny Obonyo	Ag. Senior Magistrate	27/5/2022
283.	HW Alinda Isha	Ag. Senior Magistrate	27/5/2022
284.	HW Nuwagira Hilary	Ag. Senior Magistrate	27/5/2022
285.	HW Nanjala Aida	Ag. Senior Magistrate	27/5/2022
286.	HW Tusiimire Annitah	Ag. Senior Magistrate	27/5/2022
287.	HW Atamba Aggrey	Ag. Senior Magistrate	27/5/2022
288.	HW Adyero Caroline Jean	Ag. Senior Magistrate	27/5/2022
289.	HW Drajiru Samsa	Ag. Senior Magistrate	27/5/2022
290.	HW Ikyimaana Fariida	Ag. Senior Magistrate	27/5/2022
291.	HW Arinda Herbert Kainlawren	Ag. Senior Magistrate	27/5/2022
<b>MAGISTRATE GRADE I</b>			
292.	HW Nakayi Brendah	Magistrate Grade I	9/09/2022
293.	HW Nabalayo Daina	Magistrate Grade I	15/6/2022
294.	HW Aciro Jemimah	Magistrate Grade I	15/6/2022
295.	HW Baluka Norah	Magistrate Grade I	15/6/2022
296.	HW Nekesa Diana	Magistrate Grade I	15/6/2022
297.	HW Niyonzima Alex	Magistrate Grade I	15/6/2022
298.	HW Nyaketcho Joan	Magistrate Grade I	15/6/2022
299.	HW Nabaasa Julian	Magistrate Grade I	15/6/2022
300.	HW Kahunde Kadija	Magistrate Grade I	15/6/2022
301.	HW Mbabazi Juliet Praise	Magistrate Grade I	15/6/2022
302.	HW Nakawuki Teddy	Magistrate Grade I	15/6/2022
303.	HW Kyomugisha Prima	Magistrate Grade I	15/6/2022
304.	HW Omar Ahmed Halima	Magistrate Grade I	15/6/2022
305.	HW Nankanja Catherine	Magistrate Grade I	15/6/2022
306.	HW Kibeedi Peace	Magistrate Grade I	15/6/2022
307.	HW Kwaga Stellah Ritah	Magistrate Grade I	15/6/2022
308.	HW Nakalema Linda	Magistrate Grade I	15/6/2022
309.	HW Namono Maureen	Magistrate Grade I	15/6/2022
310.	HW Acham Rhoda Ochom	Magistrate Grade I	15/6/2022
311.	HW Nanteza Anne	Magistrate Grade I	15/6/2022
312.	HW Happy Monica	Magistrate Grade I	15/6/2022
313.	HW Nabayego Proscovia	Magistrate Grade I	15/6/2022
314.	HW Wandera Ramathan	Magistrate Grade I	15/6/2022

	315. HW Katugume Fred	Magistrate Grade I	15/6/2022
	316. HW Ogwal Smith	Magistrate Grade I	15/6/2022
	317. HW Okot Michael	Magistrate Grade I	15/6/2022
	318. HW Aballa Godfrey	Magistrate Grade I	15/6/2022
	319. HW Musinguzi Rachael	Magistrate Grade I	15/6/2022
	320. HW Atumanya Anxious	Magistrate Grade I	15/6/2022
	321. HW Baguma Alex	Magistrate Grade I	15/6/2022
	322. HW Namukobe Stella Mary	Magistrate Grade I	15/6/2022
	323. HW Aloyo Jennifer	Magistrate Grade I	15/6/2022
	324. HW Kwesigabo Frank	Magistrate Grade I	15/6/2022
	325. HW Isingoma Shamila Tindikahwa	Magistrate Grade I	15/6/2022
	326. HW Nabatanzi Leila May	Magistrate Grade I	15/6/2022
	327. HW Kyazike Gertrude	Magistrate Grade I	15/6/2022
	328. HW Twesigye Claire	Magistrate Grade I	15/6/2022
	329. HW Atyang Ceaser Paul	Magistrate Grade I	15/6/2022
	330. HW Kizito Deo Lutalo	Magistrate Grade I	15/6/2022
	331. HW Abalo Agnes Ika	Magistrate Grade I	15/6/2022
	332. HW Amoro Miriam	Magistrate Grade I	15/6/2022
	333. HW Ongwee Stanislus Okello	Magistrate Grade I	15/6/2022
	334. HW Mfitumukiza Moses	Magistrate Grade I	15/6/2022
	335. HW Isingoma Peter	Magistrate Grade I	15/6/2022
	336. HW Mwanja Brian	Magistrate Grade I	15/6/2022
	337. HW Mwogera Eunice	Magistrate Grade I	15/6/2022
	338. HW Atto Franco Okello	Magistrate Grade I	15/6/2022
	339. HW Niyongira Mujambere Methodius	Magistrate Grade I	15/6/2022
	340. HW Lunkuse Betty	Magistrate Grade I	15/6/2022
	341. HW Ahimbisibwe Innocent Kagumire	Magistrate Grade I	15/6/2022
	342. HW Waiswa Painento	Magistrate Grade I	15/6/2022
	343. HW Asiimwe Bob Simplex	Magistrate Grade I	15/6/2022
	344. HW Namanya Frank	Magistrate Grade I	15/6/2022
<b>2023</b>	<b>JUSTICE OF SUPREME COURT</b>		
	345. Justice Elizabeth Musoke	Justice of Supreme Court	07/2/2023
	346. Justice Musota Stephen	Justice of Supreme Court	07/2/2023
	347. Justice Madrama Christopher	Justice of Supreme Court	07/2/2023
	<b>JUSTICE OF THE COURT OF APPEAL</b>		
	348. Justice Oscar John Kihika	Justice of the Court of	28/1/2023

**AG. JUDGE OF HIGH THE COURT**

349.	Justice Flavia Nabakooza,	Ag. Judge of High the Court	MoJC 18/8/2023
350.	Justice Philip Willebrord Mwaka	Ag. Judge of the High Court	MoJC 18/8/2023
351.	Justice Amos Kwizera	Ag. Judge of High the Court	MoJC 18/8/2023
352.	Justice David Samson Lwokya Makumbi,	Ag. Judge of High the Court	MoJC 18/8/2023
353.	Justice Dr Christine Akello Echokit	Ag. Judge of High the Court	MoJC 18/8/2023
354.	Justice Jamson Karemera Karemani	Ag. Judge of High the Court	MoJC 18/8/2023
355.	Justice Jacqueline Mwondha	Ag. Judge of High the Court	MoJC 18/8/2023
356.	Justice Aisha Naluzze Batala	Ag. Judge of High the Court	MoJC 18/8/2023
357.	Justice Rosette Comfort Kania	Ag. Judge of High the Court	MoJC 18/8/2023
358.	Justice Patience Emily Tumusiime Rubagumya	Ag. Judge of High the Court	MoJC 18/8/2023
359.	Justice Farouk Lubega	Ag. Judge of High the Court	MoJC 18/8/2023
<b>AG. REGISTRAR OF THE HIGH</b>			
360.	HW Lamunu Pamella Ocaya	Ag. Registrar of the High	23/72023
361.	HW Prossy Katushabe Agababyona	Ag. Registrar of the High	23/72023
362.	HW Ereemye James Jumire	Ag. Registrar of the High Court	23/72023
363.	HW Kintu Simon Zirintusa	Ag. Registrar of the High	23/72023
364.	HW Rukundo Allen	Ag. Registrar of the High	23/72023
365.	HW Ayebare Thadius Tumwebaze	Ag. Registrar of the High Court	23/72023
<b>AG. DEPUTY REGISTRAR</b>			
366.	HW Alum Agnes	Ag. Deputy Registrar	12/05/23
367.	HW Matenga Francis	Ag. Deputy Registrar	12/05/23
368.	HW Amoko Patricia	Ag. Deputy Registrar	12/05/23
369.	HW Muhumuza Didas	Ag. Deputy Registrar	12/05/23
370.	HW Chemeri Jessica	Ag. Deputy Registrar	12/05/23
371.	HW Mugala Jane	Ag. Deputy Registrar	12/05/23
372.	HW Tusiime Sarah	Ag. Deputy Registrar	12/05/23
373.	HW Sayekwo Emmy Geoffrey	Ag. Deputy Registrar	12/05/23
374.	HW Mukanza Robert	Ag. Deputy Registrar	12/05/23

375.	HW Obong George	Ag. Deputy Registrar	12/05/23
376.	HW Olumo Samuel	Ag. Deputy Registrar	12/05/23
377.	HW Karungi Loe	Ag. Deputy Registrar	12/05/23
378.	HWMulalira Faisal Umar	Ag. Deputy Registrar	12/05/23
379.	HW Kayondo Kabasinguzi Josephine	Ag. Deputy Registrar	12/05/23
380.	HW Aisia Suzanne Musooli	Ag. Deputy Registrar	24/8/2023
381.	HW Arinaitwe Gorette	Ag. Deputy Registrar	24/8/2023
382.	HWKinobe Binoga Rogers	Ag. Deputy Registrar	24/8/2023
383.	HW Mutatiina Natukunda Angella	Ag. Deputy Registrar	24/8/2023
<b>AG. ASSISTANT REGISTRAR</b>			
384.	HW Okumu Jude	Ag. Assistant Registrar	12/05/23
385.	HW Nantamu Oliver	Ag. Assistant Registrar	12/05/23
386.	HW Kyampaire Dorothy	Ag. Assistant Registrar	12/05/23
387.	HW Ijang Maureen Eunice	Ag. Assistant Registrar	12/05/23
388.	HW Bamwite Emmanuel	Ag. Assistant Registrar	12/05/23
389.	HW Edimu Hellen	Ag. Assistant Registrar	12/05/23
390.	HW Namutebi Chista	Ag. Assistant Registrar	12/07/23
391.	HW Mubiru Nassif Umar	Ag. Assistant Registrar	12/07/23
392.	HW Namutebi Christine	Ag. Assistant Registrar,	12/07/23
393.	HW Nankya Nusulah	Ag. Assistant Registrar	12/07/23
394.	HW Naluyima Rania	Ag. Assistant Registrar	12/07/23
395.	HWAtigo Hellen	Ag. Assistant Registrar	12/07/23
396.	HW Tumwebaze Kenneth	Ag. Assistant Registrar	12/07/23
397.	HW Kamugisa Juliet	Ag. Assistant Registrar	24/08/23
<b>AG. CHIEF MAGISTRATE</b>			
398.	HW Nantege Christine	Ag. Chief Magistrate	12/07/23
399.	HW Matovu Hood	Ag. Chief Magistrate	12/07/23
400.	HW Nantaawo Agnes	Ag. Chief Magistrate	12/07/23
401.	HW Acaa Ketty Joan	Ag. Chief Magistrate	12/07/23
402.	HW Kambedha Lydia	Ag. Chief Magistrate	12/07/23
403.	HW Matyama Paul	Ag. Chief Magistrate	12/07/23
404.	HW SikhoyaNaume	Ag. Chief Magistrate	12/07/23
405.	HW Namayanja Nazifah	Ag. Chief Magistrate	12/07/23
406.	HW Vueni Raphael	Ag. Chief Magistrate	12/07/23
407.	HW Naigaga Winfred	Ag. Chief Magistrate	12/07/23
408.	HW Kagoya Jackline	Ag. Chief Magistrate	12/07/23
409.	HW Ninsiima Marion	Ag. Chief Magistrate	12/07/23
410.	HW Nyadoi Esther	Ag. Chief Magistrate	12/07/23
411.	HW Acok Abrahams Moding	Ag. Chief Magistrate	12/07/23

412.	HW Mushebebe Moses	Ag. Chief Magistrate	12/07/23
413.	HW Alleluya Glory	Ag. Chief Magistrate	12/07/23
414.	HW Akullu Eunice	Ag. Chief Magistrate	12/07/23
415.	HW Kunihira George	Ag. Chief Magistrate	12/07/23
416.	HW Omara Innocent David	Ag. Chief Magistrate	12/07/23
417.	HW Ssennoga Mawano Cyrus	Ag. Chief Magistrate	12/07/23
418.	HW Seruwo Benjamin	Ag. Chief Magistrate	24/08/23
419.	HW Bakanansa Hilda	Ag. Chief Magistrate	17/11/23
<b>AG. PRINCIPAL MAGISTRATE</b>			
420.	HW Jatiko Winnie Nakya	Ag. Principal Magistrate	24/08/23
<b>AG. SENIOR MAGISTRATE</b>			
421.	HW Kasule Sumaya-	Ag. Senior Magistrate Grade	24/08/23
422.	HW Kaibei Cherotich	Ag. Senior Magistrate Grade	24/08/23
<b>AG. MAGISTRATE GRADE ONE</b>			
423.	HW Nassuuna Yvonne Grace	Ag. Magistrate Grade One	12/07/23
424.	HW Kwagala Winnifred Sarah	Ag. Magistrate Grade One	12/07/23
425.	HW NagaddyaJoanitah	Ag. Magistrate Grade One	12/07/23
426.	HW Mbalangu Gonzaga	Ag. Magistrate Grade One	12/07/23
427.	HW Mukuru Joshua	Ag. Magistrate Grade One	12/07/23
428.	HW Kamuli Pauline	Ag. Magistrate Grade One	12/07/23
429.	HW Muzeyi Vincent	Ag. Magistrate Grade One	12/07/23
430.	HW Nyombi Catherine	Ag. Magistrate Grade One	12/07/23
431.	HW Nanyanga Susan	Ag. Magistrate Grade One	12/07/23
432.	HW Nasasira Josephine	Ag. Magistrate Grade One	12/07/23
433.	HW Apaderet Marion	Ag. Magistrate Grade One	12/07/23
434.	HW Kakoma Edgar	Ag. Magistrate Grade One	12/07/23
435.	HW Tamale Badru	Ag. Magistrate Grade One	12/07/23
436.	HW Emwogu Gerald	Ag. Magistrate Grade One	12/07/23
437.	HW Wangubo Enock	Ag. Magistrate Grade One	12/07/23
438.	HW Namara Caroline	Ag. Magistrate Grade One	12/07/23
439.	HW Mutabaazi Fred	Ag. Magistrate Grade One	12/07/23
440.	HW Tendo Anne	Ag. Magistrate Grade One	12/07/23
441.	HW Ojara Byron Paul	Ag. Magistrate Grade One	12/07/23
442.	HW Adong Gloria	Ag. Magistrate Grade One	12/07/23
443.	HW Tusabe Edith	Ag. Magistrate Grade One	12/07/23
444.	HW Ola Gabriel	Ag. Magistrate Grade One	12/07/23
445.	HW Baguma Aron	Ag. Magistrate Grade One	12/07/23
446.	HW Odongoi Simon Peter	Ag. Magistrate Grade One	12/07/23
447.	HW Kalondo Paul James	Ag. Magistrate Grade One	12/07/23

448.	HW Nambuya Riziki	Ag. Magistrate Grade One	12/07/23
449.	HW Twinokwesiga Micheal	Ag. Magistrate Grade One	12/07/23
450.	HW Akena Junior	Ag. Magistrate Grade One	12/07/23
451.	HW Ochieng Augustine	Ag. Magistrate Grade One	12/07/23
452.	HW Tendo Deogratiuous	Ag. Magistrate Grade One	12/07/23
453.	HW Natukunda Julian	Ag. Magistrate Grade One	12/07/23
454.	HW Wahab Amina	Ag. Magistrate Grade One	12/07/23
455.	HW Mushime Moses	Ag. Magistrate Grade One	12/07/23
456.	HW Buhungiro Benjamin	Ag. Magistrate Grade One	12/07/23
457.	HW Kawuzi Sulaiman	Ag. Magistrate Grade One	12/07/23
458.	HW Ssengendo Saad	Ag. Magistrate Grade One	12/07/23
459.	HW Kibirige Apollo Kasujja	Ag. Magistrate Grade One	12/07/23
460.	HW Kalende Timothy	Ag. Magistrate Grade One	12/07/23
461.	HW Akankwatsa Dallen	Ag. Magistrate Grade One	12/07/23
462.	HW Itogot Amy Amina	Ag. Magistrate Grade One	12/07/23
463.	HW Akol Bonny	Ag. Magistrate Grade One	12/07/23
464.	HW Mugizi Obed	Ag. Magistrate Grade One	12/07/23
465.	HW Talemwa Johnson	Ag. Magistrate Grade One	12/07/23
466.	HW Rwingabo Roger	Ag. Magistrate Grade One	12/07/23
467.	HW Nakasiita Sarah	Ag. Magistrate Grade One	12/07/23
468.	HW Watzemba Vincent	Ag. Magistrate Grade One	12/07/23
469.	HW Lyagoba Frank	Ag. Magistrate Grade One	12/07/23
470.	HW Nabyangwe Annah	Ag. Magistrate Grade One	12/07/23
471.	HW Adeke Janet Ruth	Ag. Magistrate Grade One	12/07/23
472.	HW Orishaba Isabella	Ag. Magistrate Grade One	12/07/23
473.	HW Mukanza Brenda	Ag. Magistrate Grade One	12/07/23
474.	HW Ssenyange Isaac Keith	Ag. Magistrate Grade One	12/07/23
475.	HW Bogere Racheal	Ag. Magistrate Grade One	12/07/23
476.	HW Sserwadda Angella	Ag. Magistrate Grade One	12/07/23
477.	HW Kyembe Karim	Ag. Magistrate Grade One	12/07/23
478.	HW Mpirwe Isaac	Ag. Magistrate Grade One	12/07/23
479.	HW Jjagwe Raymond	Ag. Magistrate Grade One	12/07/23
480.	HW Nakhumitsa Joan	Ag. Magistrate Grade One	12/07/23
481.	HW Nsubuga Anderson James	Ag. Magistrate Grade One	12/07/23
482.	HW Nelima Lucy	Ag. Magistrate Grade One	12/07/23
483.	HW Yiga Ronald	Ag. Magistrate Grade One	12/07/23
484.	HW Ariye Sharon	Ag. Magistrate Grade One	12/07/23
485.	HW Seyiga Abdullswabul	Ag. Magistrate Grade One	12/07/23
486.	HW Nseko Samson	Ag. Magistrate Grade One	12/07/23
487.	HW Okoto Charles Joram	Ag. Magistrate Grade One	12/07/23



	488. HW Nansubuga Margaret	Ag. Magistrate Grade One	12/07/23
	489. HW Oonyu Vincent	Ag. Magistrate Grade One	12/07/23
	490. HW Eyokia Jill Dawa	Ag. Magistrate Grade One	12/07/23
	491. HW Kwagala Faith Irene	Ag. Magistrate Grade One	12/07/23
	492. HW Musabi Comyn	Ag. Magistrate Grade One	12/07/23
	493. HW Khalayi Moreen	Ag. Magistrate Grade One	12/07/23
	494. HW Baagala Esther Luyiga	Ag. Magistrate Grade One	12/07/23
	495. HW Mwanje Ibrahim	Ag. Magistrate Grade One	12/07/23
	496. HW Prince Annan	Ag. Magistrate Grade One	12/07/23
	497. HW Okullu Francis	Ag. Magistrate Grade One	12/07/23
	498. HW Turyasingura	Ag. Magistrate Grade One	12/07/23
	499. HW Mugisha Ruth	Ag. Magistrate Grade One	12/07/23
	500. HW Namwanje Sarah	Ag. Magistrate Grade One	12/07/23
	501. HW Nakimbugwe Faridah	Ag. Magistrate Grade One	12/07/23
	502. HW Ogenrwot Micheal	Ag. Magistrate Grade One	12/07/23
	503. HW Rekyeraho Obed	Ag. Magistrate Grade One	12/07/23
	504. HW Nabuduwa Harriet	Ag. Magistrate Grade One	12/07/23
	505. HW Nakayenze Maureen	Ag. Magistrate Grade One	12/07/23
	506. HW Walutsyo Martin	Ag. Magistrate Grade One	12/07/23
	507. HW Ajam Innocensia	Ag. Magistrate Grade One	12/08/23
	508. Nasasira Alison	Ag. Magistrate Grade One	23/08/23
	509. HW Omara Joseph Sabiti	Ag. Magistrate Grade One	23/08/23
	<b>MAGISTRATE GRADE ONE ON PROBATION</b>		
	510.HW Nakiwate Asha	Magistrate Grade One on Probation	01/09/23
	511. HW Pepera Edith Ann	Magistrate Grade One on Probation	01/09/23
	512.HW Kamanzi Derrick	Magistrate Grade One on Probation	01/09/23
	513.HW Kembabazi Ackline	Magistrate Grade One on Probation	01/09/23
<b>2024</b>	<b>AG. REGISTRAR</b>		
	514. HW Stella Beatrice Atingu	Ag. Registrar	11/01/24
	515. HW John Paul Edoku	Ag. Registrar	11/01/24
	516.HW Sylvia Mbuga Nabaggala	Registrar	11/01/24
	<b>JUSTICE OF THE SUPREME</b>		
	517. Justice Monica Mugenyi	Justice of the Supreme Court	MoJC
	518. Justice Catherine Bamugemere	Justice of the Supreme Court	MoJC
	<b>COURT OF APPEAL</b>		
	519. Dr. Asa Mugenyi	Court of Appeal	28/4/2024

520.	Justice Margaret Tibulya	Court of Appeal	28/4/2024
521.	Justice Kazibwe Moses Kawumi	Court of Appeal	28/4/2024
<b>AG. DEPUTY REGISTRAR</b>			
522.	Grace Atwongaire	Ag. Deputy Registrar	2/5/2024
523.	HW Atukwasa Justine	Ag. Deputy Registrar	11/06/2024
<b>JUDGE OF HIGH COURT</b>			
<b>2024-2025</b>			
524.	HW Ikit Mary	Judge of High Court	23/7/2024
525.	HW Singiza Karekona	Judge of High Court	23/7/2024
526.	HW Matovu Nassuna	Judge of High Court	23/7/2024
527.	HW Samuel Emokor	Judge of High Court	23/7/2024
528.	HW Namanya Bernard	Judge of High Court	23/7/2024
529.	HW Patricia Kahiigi	Judge of High Court	23/7/2024
530.	HW Kanyange Suzan	Judge of High Court	23/7/2024
531.	HW Ocaya Thomas Ojele Rubanga	Judge of High Court	23/7/2024
532.	Okello George	Judge of High Court	23/7/2024
533.	HW Christine Kaahwa	Judge of High Court	23/7/2024
534.	HW Patricia Muteesi	Judge of High Court	23/7/2024
535.	HW Magala Harriet Grace	Judge of High Court	23/7/2024
536.	HW Acellam Collins	Judge of High Court	23/7/2024
537.	HW Nagawa Celia	Judge of High Court	23/7/2024
538.	HW Nshimye Allan Paul Mbabazi	Judge of High Court	23/7/2024
<b>HEAD JUDGE OF THE INDUSTRIAL COURT</b>			
539.	Hon. Linda Lillian Tumusiime Mugisha	Head Judge of the Industrial Court	23 <sup>rd</sup> August,
540.	Hon. Wabwire Musana Anthony Patrick	Judge of the Industrial Court	23 <sup>rd</sup> Aug, 2024
<b>AG. ASSISTANT REGISTRAR</b>			
541.	Patrick Talisuna	Ag. Assistant Registrar	20 <sup>th</sup> Sept
<b>ACTING CHIEF MAGISTRATE</b>			
542.	HW OJOK Tonny Obonyo	Acting Chief Magistrate	23 <sup>rd</sup> Oct
543.	HW OKWONG Stella Paculal	Acting Chief Magistrate	23 <sup>rd</sup> Oct 2024
544.	HW ASIIMWE Abert	Acting Chief Magistrate	23 <sup>rd</sup> Oct
545.	HW NASSOZI Rehema Ssebowa	Acting Chief Magistrate	23 <sup>rd</sup> Oct 2024
546.	HW NAMBATYA Irene	Acting Chief Magistrate	23 <sup>rd</sup> Oct
547.	HW LUMUNYE Timothy	Acting Chief Magistrate	23 <sup>rd</sup> Oct

548.	KIRYA Martins	Acting Chief Magistrate	23 <sup>rd</sup> Oct
549.	HW LONGOLI Matthew	Acting Chief Magistrate	23 <sup>rd</sup> Oct
550.	HW GIMUGU Kabiri	Acting Chief Magistrate	23 <sup>rd</sup> Oct
551.	HW BIRUNGI Phionah	Acting Chief Magistrate	23 <sup>rd</sup> Oct
552.	MR. KWESIGA Joseph	Acting Chief Magistrate	23 <sup>rd</sup> Oct
553.	MS. NDAGIRE Patricia	Acting Chief Magistrate	23 <sup>rd</sup> Oct
<b>SENIOR PRINCIPAL</b>			
554.	HW NSOBYA Ronald Kamyia	Senior Principal Magistrate	23 <sup>rd</sup> Oct
555.	HW NAMBOZO Sanula	Senior Principal Magistrate	23 <sup>rd</sup> Oct
556.	AISU Nicholas	Senior Principal Magistrate	23 <sup>rd</sup> Oct
557.	HW JATIKO Winnie Nankya	Senior Principal Magistrate	23 <sup>rd</sup> Oct
558.	HW KHAUKHA Paul	Senior Principal Magistrate	23 <sup>rd</sup> Oct
559.	HW WATYEKERE George Wakubona	Senior Principal Magistrate	23 <sup>rd</sup> Oct 2024
560.	HW BASAJABALABA Jalia	Senior Principal Magistrate	23 <sup>rd</sup> Oct
<b>PRINCIPAL MAGISTRATE</b>			
561.	HW KASULE Sumaya – Rutahwire	Principal Magistrate	23 <sup>rd</sup> Oct 2024
562.	HW TURIBAMWE Christine	Principal Magistrate	23 <sup>rd</sup> Oct
563.	HW TIYO Jonathan	Principal Magistrate	23 <sup>rd</sup> Oct
564.	HW AKELLO Irene	Principal Magistrate	23 <sup>rd</sup> Oct
<b>SENIOR MAGISTRATE GRADE 1</b>			
565.	HW KARAMAGI Pamela	Senior Magistrate Grade 1	23 <sup>rd</sup> Oct
566.	MR. OSILLO OKOTH Jacob Israel	Senior Magistrate Grade 1	23 <sup>rd</sup> Oct 2024
<b>MAGISTRATE GRADE 1</b>			
567.	NASSALI Joanita	Magistrate Grade 1	20 <sup>th</sup> Nov
568.	ATOO Patricia Dollica	Magistrate Grade 1	20 <sup>th</sup> Nov
569.	NAMUYAGA Enid	Magistrate Grade 1	20 <sup>th</sup> Nov
570.	NAKYEYUNE Joweria	Magistrate Grade 1	20 <sup>th</sup> Nov
571.	NAKKAZI Juliet Ruth	Magistrate Grade 1	20 <sup>th</sup> Nov
572.	MUWANGA Isaac Ernest	Magistrate Grade 1	20 <sup>th</sup> Nov
573.	MUJUNI Januario	Magistrate Grade 1	20 <sup>th</sup> Nov
574.	MUGISA Patrick	Magistrate Grade 1	20 <sup>th</sup> Nov
575.	ATUHAIRE Precious	Magistrate Grade 1	20 <sup>th</sup> Nov
576.	NATURINDA Ritah	Magistrate Grade 1	20 <sup>th</sup> Nov
577.	SSEBANDEKE Ronald	Magistrate Grade 1	20 <sup>th</sup> Nov
578.	MUGISA Basaija	Magistrate Grade 1	20 <sup>th</sup> Nov
579.	NAGOOI Annah	Magistrate Grade 1	20 <sup>th</sup> Nov
580.	NANDUTU Judith	Magistrate Grade 1	20 <sup>th</sup> Nov
581.	MWESIGWA Wycliffe	Magistrate Grade 1	20 <sup>th</sup> Nov
582.	AMUDO Angella	Magistrate Grade 1	20 <sup>th</sup> Nov

583.	KAYANJA Smith	Magistrate Grade 1	20 <sup>th</sup> Nov
584.	APICA Rebecca	Magistrate Grade 1	20 <sup>th</sup> Nov
585.	NASASIRA Sheeba	Magistrate Grade 1	20 <sup>th</sup> Nov
586.	ATUKUNDA Joan Maani	Magistrate Grade 1	20 <sup>th</sup> Nov
587.	SSEMUKUTU John	Magistrate Grade 1	20 <sup>th</sup> Nov
588.	ARIOKOT Proscovia	Magistrate Grade 1	20 <sup>th</sup> Nov
589.	CHANDIRU Milly	Magistrate Grade 1	20 <sup>th</sup> Nov
590.	MUGAMBE Abubaker	Magistrate Grade 1	20 <sup>th</sup> Nov
591.	MWESIGYE Ronald	Magistrate Grade 1	20 <sup>th</sup> Nov
592.	KEMBABAZI Vastine	Magistrate Grade 1	20 <sup>th</sup> Nov
593.	ONGWEN John Timothy	Magistrate Grade 1	20 <sup>th</sup> Nov
594.	OPOLOT Simon	Magistrate Grade 1	20 <sup>th</sup> Nov
595.	OKELLO Boniface	Magistrate Grade 1	20 <sup>th</sup> Nov
596.	NAMASEMBE Specioza	Magistrate Grade 1	20 <sup>th</sup> Nov
597.	AKETO Barbra	Magistrate Grade 1	20 <sup>th</sup> Nov
598.	KABWANA Derrick	Magistrate Grade 1	20 <sup>th</sup> Nov
599.	NAMAWEJJE Hildah	Magistrate Grade 1	20 <sup>th</sup> Nov
600.	KIIRYA Emmanuel	Magistrate Grade 1	20 <sup>th</sup> Nov
601.	SSEMPAGALA Hakeem	Magistrate Grade 1	20 <sup>th</sup> Nov
602.	OPIO Charles Kangira	Magistrate Grade 1	20 <sup>th</sup> Nov
603.	OKORI Joan	Magistrate Grade 1	20 <sup>th</sup> Nov
604.	NYAFWONO Doreen Patricia	Magistrate Grade 1	20 <sup>th</sup> Nov 2024

### APPOINTMENTS TO QUASI JUDICIAL BODIES:

2019	ELECTRICITY DISPUTES TRIBUNAL:		INTERVIEW DATES
	1. Anacalet Turyakire	Vice Chairperson (Renewal of Term)	(JSC MIN. EXTRACT) 31/8/2020
	2. Ms Sylvia Cheptoris	Registrar	(93 <sup>rd</sup> ) 15 <sup>th</sup> -30 <sup>th</sup> Oct & 1 Nov, 2019
2019	LEADERSHIP COURT TRIBUNAL:		
	1. Dr. Irene Karugonjo	Chairperson	(93 <sup>rd</sup> ) 15 <sup>th</sup> -30 <sup>th</sup> Oct & 1 Nov, 2019
	2. Hon. Asuman Kiyangi	D/Chairperson	(93 <sup>rd</sup> ) 15 <sup>th</sup> -30 <sup>th</sup> Oct & 1 Nov, 2019
	3. Jane Okelowange	Member	(93 <sup>rd</sup> ) 15 <sup>th</sup> -30 <sup>th</sup> Oct & 1 Nov, 2019
	4. Didas Bankunzi	Member	(93 <sup>rd</sup> ) 15 <sup>th</sup> -30 <sup>th</sup> Oct & 1 Nov, 2019

	5. Joyce Naluga Birimumaso	Member	(93 <sup>rd</sup> ) 15 <sup>th</sup> -30 <sup>th</sup> Oct & 1 Nov, 2019
	6. Ms. Lamuno Sheila	Registrar	Letter dd 16/3/2022
	7. Ms Patricia Okumu Ringa	Registrar	(94 <sup>th</sup> ) 27-28/11/2019 letter dd 6/12/2019
<b>2020</b>	<b>TAX APPEALS TRIBUNAL</b>		
	1. Dr. Asa Mugenye	Chairperson (Contract)	Letter dd 4/8/2020
	2. Christabel Kabajwara	Registrar	(68 <sup>th</sup> meeting ) 26/2/2024
	3. Ms Stella Nyapendi Chombo	Member	
	4. Ms. Proscovia Rebecca	Member	(68 <sup>th</sup> meeting ) 26/2/2024
<b>2020</b>	<b>PPDA TRIBUNAL</b>		
	1. Mr. Francis Gimera	Chairperson (Nomination)	Hon. Minister's letter 30/6/2020
<b>2021</b>	<b>CHAIRPERSON INSURANCE APPEALS</b>		
	1. Mrs. Rita Namakiika	Chairperson Insurance	(18 <sup>th</sup> ) 14/10/2021
	2. Mr. Mpanga Isaac Nyungwe	Registrar	(42 <sup>nd</sup> meeting) 15 & 16/6/2022

**APPOINTMENTS FOR QUASI JUDICIAL BODIES = 16**

1	<b>JUDICIAL OFFICERS RECRUITED BY 5<sup>TH</sup> COMMISSION (2017 - 2020)</b>	101
2	<b>JUDICIAL OFFICERS RECRUITED BY 6<sup>TH</sup> COMMISSION (2021-2024)</b>	606
3	<b>QUASI JUDICIAL BODIES</b>	16
4	<b>OTHER STAFF OF THE JUDICIAL RECRUITED BY 6<sup>TH</sup> COMMISSION (2021 -2024)</b>	684
<b>GRAND TOTAL</b>		<b>1407</b>