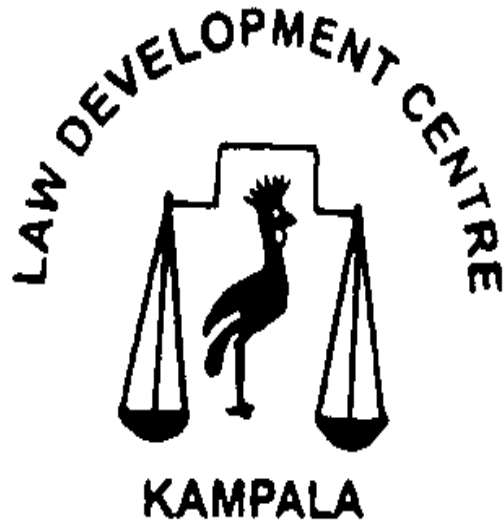


**LAW DEVELOPMENT CENTRE**



*"KNOW THE LAW"*

**ANNUAL REPORT 2015**

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## **1.0 INTRODUCTION**

Law Development Centre Annual Report for the Year 2015 is submitted in accordance with the requirements of the Law Development Centre Act, Cap. 132. The report summarises the performance of the Centre during the period under review with particular reference to management and administration, finance, courses offered, performance of the teaching and non-teaching departments, achievements, constraints and future strategies.

## **2.0 PROFILE OF THE CENTRE**

### **2.1 The Motto:**

*Know the Law*

### **2.2 Mandate**

*To provide legal education to lawyers and non lawyers, undertake research in topical legal issues, contribute to legal reforms, produce legal publications, teaching materials and law reports, and also provide community legal services.*

### **2.3 The Mission**

To promote the rule of law and access to justice through professional legal training, research, and advocacy to legal practitioners, policy makers and the public.

### **2.4 The Vision**

To be the leading Centre for professional legal training and facilitate access to justice.

### **2.5 Core Values**

- Professional integrity.
- Quality service delivery.

- Good governance.
- Continuous improvement.
- Innovation.

## **2.6 Strategic Objectives**

- To provide accessible legal training that is relevant and responsive to the needs of the labour market.
- To develop and implement strategies to fund 100% of LDC's annual budget.
- To develop and implement policies and procedures to ensure good governance and quality service delivery.
- To improve quality and efficiency through integration of ICT services and systems in all processes.
- To provide legal aid to the indigent and vulnerable persons in society.
- To establish LDC as the leading resource for legal publications in Uganda.

## **2.7 Functions of the Centre**

The functions of the Centre as stipulated under the LDC Act are as follows:

- Organizing and conducting courses of instruction for the acquisition of legal knowledge, professional skill and experience by persons intending to practice as attorneys in subjects which shall have been determined by the Law Council under the provisions of any law in force.
- Organizing and conducting courses in legislative drafting.
- Organizing and conducting courses for magistrates and for persons provisionally selected for appointment as such.
- Organizing and conducting training courses for officers of the Government and members of the Armed Forces of Uganda with a view to promoting a better understanding of the law.
- Organizing and conducting courses for officers and personnel of courts with a view to improving their efficiency.

- Assisting any commissioner who may be appointed in the preparation and publication of a revised edition of the Laws of Uganda.
- Assisting in the preparation of reprints of Acts of Parliament in accordance with any law for the time being in force.
- Assisting the Law Reform Commission in the performance of its functions.
- Undertaking research into any branch of the law.
- Holding seminars and conferences on legal matters.
- Collecting, compiling, analyzing and abstracting statistical information on legal and related matters.
- Assisting in the provision of legal aid and advice to indigent litigants and accused persons in accordance with any law for the time being in force.
- Compiling, editing and publishing law reports for Uganda.
- Publishing periodicals, bulletins, digests or other written material concerned with legal and related matters.
- Disseminating and promoting generally a better knowledge of the law.
- Any other functions as the Attorney General may, from time to time, specify by statutory instrument.

## **2.8 Services Offered:**

- Imparting legal and practical skills to Bar Course students.
- Providing legal knowledge to those whose work requires a knowledge of law and to others who have obtained at least an Advanced Certificate of Education and wish to further improve their academic capabilities.
- Conducting clinical legal education to Bar Course students.
- Organising and conducting short courses, seminars, conferences and any other tailored courses for government, public and private sectors with a view to promoting a better understanding of the law.
- Undertaking research into any branch of the law.
- Assisting the Law Reform Commission in the performance of its functions.

- Assisting in the preparation of reprints of Acts of Parliament in accordance with any law for the time being in force.

## **2.9 Courses Offered**

- Postgraduate Bar Course.
- Diploma in Law Course (Day and Evening).
- Diploma in Human Rights Course.
- Administrative Officers' Law Course.
- Court Bailiffs, Brokers and Auctioneers'/Court Clerks and Law Clerks Law Course.
- Any tailored Short Law Course.

## **3.0 MANAGEMENT OF THE CENTRE**

### **3.1 Management Committee Membership**

During the year 2015, the composition of the Management Committee was as follows:

- |    |   |   |                              |
|----|---|---|------------------------------|
| 1. | Hon. Lady Justice Stella Arach-Amoko J.S.C.   | - | Chairperson                  |
| 2. | Mr. Denis Bireije, representing the Solicitor General,<br>Ministry of Justice and Constitutional Affairs                    | - | Ex-officio<br>Member         |
| 3. | Dr. Pamela Tibihikirra-Kalyegira,<br>Director, Quality Assurance & Accreditation,<br>National Council for Higher Education, | - | Member                       |
| 4. | Mr. James Mukasa Sebugenyi, Advocate  | - | Member                       |
| 5. | Mr. Edgar Agaba, Advocate   | - | Member                       |
| 6. | Mr.Kakula-Khirome S., representing the Permanent Secretary,<br>Ministry of Education, Science, Technology and Sports        | - | Ex-officio<br>member         |
| 7. | Dr. Damalie Naggita-Musoke Dean, School of Law,<br>Makerere University.   | - | Ex-officio<br>member         |
| 8. | Mr. Frank Nigel Othembi, Director, LDC.   | - | Ex-officio<br>Member         |
| 9. | Mrs. Joyce Werikhe, Secretary, LDC.   | - | Secretary to<br>the meeting. |

### **3.2 The Role of the Management Committee**

The Management Committee is appointed by the Attorney General. The Committee is the policy making body of the Centre. The policies are implemented by the Director through various departments.

### **3.3 Appointments Sub-Committee**

The Appointments Sub-Committee carries out the work of recruitment, appointment, promotion, confirmation and discipline of staff in salary scales LS1-LS5 on behalf of the Management Committee.

### **3.4 Human Resource Committee**

The Human Resource Committee handles similar personnel matters of staff of salary scale LS6-LS9.

### **3.5 LDC Publishers Sub-Committee**

This is a Sub-Committee of the Management Committee responsible for overseeing the smooth operations of LDC Publishers.

### **3.6 Admissions Board**

The Admissions Board handles all admissions of students to the Centre on behalf of the Management Committee.

### **3.7 Finance and Audit Sub-Committee**

This is a Sub-Committee of the Management Committee responsible for overseeing finance and audit matters on behalf of the Committee.

### **3.8 Examination Appeals Sub-Committee**

The Sub-Committee is responsible for examination matters.

### **3.9 Contracts Committee**

This Committee was set up as a result of the enactment of the Public Procurement and Disposal of Public Assets Authority (PPDA) Act, 2003. It is independent but under the Law Development Centre Standing Orders it falls under the Management Committee. The Committee reports all major transactions to the Management Committee and makes monthly reports to the Public Procurement and Disposal of Public Assets Authority (PPDA).

### **4.0 DIRECTOR'S OFFICE**

The Director's office provides overall administration and management of the Centre. It is responsible for overall accountability, strategic planning and implementation of the LDC organizational mandate.

The following departments and units are under the Director's office:

#### **4.1 Department of Human Resource and Administration**

The Department of Human Resource and Administration is headed by the Secretary/Head Human Resource and Administration assisted by the Administration Manager, Human Resource Manager and Manager LDC Publishers. It is responsible for general administration and management. The department makes recommendations for the recruitment, appointment, confirmation, promotion and discipline of staff to the Appointments Sub-Committee in case of professional and senior administrative staff, and to the Human Resource Committee in case of other staff.

The department is also responsible for the welfare of staff as well as students.

During the period under review, the LDC staffing position was as follows:

|                                    |          |            |
|------------------------------------|----------|------------|
| • Administrative staff             | -        | 77         |
| • Professional staff (Full time)   | -        | 10         |
| • Teaching staff (Part time)       | -        | 36         |
| • Administrative staff (Part time) | -        | <u>15</u>  |
| <b>Total</b>                       | <b>-</b> | <b>138</b> |

The department comprises three sections namely: Administration, Human Resource, LDC Publishers and an ICT Unit.

#### 4.1.1 **Human Resource Section**

This section is responsible for staff welfare and discipline It is also responsible for the LDC Medical Unit which provides healthcare to LDC students.

#### 4.1.2 **LDC Publishers Section**

This section is charged with production of legal publications for sale to students and the general public. It was established in January 1973 as a business arm of LDC to print legal materials for students, the legal fraternity and the public.

##### **Activities**

- Production of legislation and sale through the bookshop.
- A 5 year business plan is being formulated to guide business processes.
- The process of automating activities and processes to match the digital era is ongoing. The outcome of this activity will enable stakeholders to easily follow business activities of LDC Publishers.
- The process of identifying new machinery and better practices in the printing and publishing business is ongoing. A team of four representing the Management Sub-Committee of the Management Committee was sent to London, United Kingdom Publishing and Print houses for a benchmark trip.

##### **Challenges:**

- Heads of concerned departments have not been proactive to provide manuscripts for handbooks and prospectus 2015/2016 and lists of books/statutes to be prepared for students and relevant stakeholders.
- The bookshop has no staff formerly attached to it. This affects supervision since there is no direct control.



## Summary of transactions during the period

### A. Summary of transactions of the Bookshop

|   |                    |              |
|---|--------------------|--------------|
| i) On average this year the bookshop had a stock of about                           | 50,588             | Publications |
| ii) The balance of stock as at 18th December 2015 in the Bookshop                   | 45,031             | Publications |
| iii) The bookshop sold off  | 24,959             | Publications |
| iv) The amount of revenue generated from the bookshop(sale or return inclusive) was | <b>29,686,500</b>  | UGSHS        |
| v) Value of stock as at 18th December 2015  | <b>494,908,500</b> | UGSHS        |

### B. Summary of Expenditure( input)

|   |                    |       |
|---|--------------------|-------|
| i) Total expenditure on Printing activities | <b>546,352,406</b> | UGSHS |
|---|--------------------|-------|

|  |  |
|--|--|
| <b>C. List of Debtors</b>              |  |
| Not provided by the bookshop staff yet |  |
| <b>Total Income</b>                    |  |

|                                       |       |
|---------------------------------------|-------|
| i) Total income expected from debtors | UGSHS |
|---------------------------------------|-------|

|                                    |  |
|------------------------------------|--|
| <b>D. List of Creditors</b>        |  |
| Not provided by bookshop staff yet |  |
| <b>Total Amount</b>                |  |

|                                    |       |
|------------------------------------|-------|
| Total Amount to be paid to authors | UGSHS |
|------------------------------------|-------|

|   |             |       |
|---|-------------|-------|
| <b>E. Cost of work in progress</b>  |             |       |
| 1. Cost of WIP printing publications as indicated in the monthly report for the month of December 2015. | 68,156,065  | UGSHS |
| 2. Cost of balance of publications as indicated in the monthly reports for the month of December 2015.  | 494,908,500 | UGSHS |
| <b>TOTAL INCOME expected</b>  |             |       |

### F. Bad debts

|                                       |  |
|---------------------------------------|--|
| <b>Jobs/ Publications written off</b> |  |
| not provided by bookshop staff yet    |  |

|   |  |
|---|--|
|   |  |
| <b>Total income lost on publication write off</b> |  |

**Total cost of Jobs/written off/Bad debts**

UGSHS

|   |  |
|---|--|
| <b>Other transactions of the bookshop</b>                   |  |
| <b>Sale of Law Reports ( Joint Venture with Law Africa)</b> |  |
| 1. Uganda Law Report 2008                                   |  |
| 2. Uganda Law Report 2007(2)                                |  |
| 3. Uganda Law Report 2007 (1)                               |  |
| 4. Uganda Law Report 1952 -57                               |  |
| 5. Uganda Law Report 1936 -1951                             |  |
| 6. Uganda Law Report 1920 - 1935                            |  |
| <b>Total Sales/month</b>                                    |  |

**Total sales**

UGSHS

|  |  |
|--|--|
| <b>Sale of Alumni Association Souveniors</b> |  |
| 1. T. Shirts                                 |  |
| 2. Mugs                                      |  |
| 3. Caps                                      |  |
| 4. Neck ties                                 |  |
| 5. Scarves                                   |  |
| <b>Total Sales/month</b>                     |  |

UGSHS

### 4.1.3

#### **Administration Section**

This section is charged with the responsibility of general maintenance of Centre premises and property, students' welfare, security and ICT delivery. The section also manages the fleet of LDC vehicles.

The Centre has 8 vehicles:

- Toyota Land Cruiser Prado - in good working Condition.
- Isuzu Mini Lorry - in good working Condition.
- Toyota Pick-up - in good working Condition.
- Toyota Land Cruiser - in good working condition.
- Mini Bus - in good working condition.
- Prado Fortuner - in good working condition.
- Nissan Qashqai - in good working condition.
- Nissan Qashqai - in good working condition.

### 4.1.3.1

#### **Information Technology Unit**

The unit is a support unit under the Administration section. It currently has two staff that is the ICT Technician and Systems administrator/ ICT Officer.

#### **Functions**

- Management of the LDC network infrastructure and ensuring network connectivity to the local area network at all times.
- Ensuring 24/7 internet connectivity for all staff and students, that is monitoring and control of internet activity.
- Ensuring that all IT related hardware is in good working condition including maintenance and repair of broken equipment.
- Recommending purchase of IT equipment by provision of specifications that are of high quality yet cost effective.
- Maintaining the telephone system of the institution.
- Issuance and management of user logon and email accounts to staff and students within the institution.

- Provision of ICT related support to all LDC staff and students.

### **Activities during 2015**

- Cabling of the newly created LAC office which included both voice and data for LAC staff.
- Provision of IT resources to new staff that joined in 2015.
- Installation of network printers for department of Postgraduate Legal Studies and Legal Aid; and Department of Law and Continuing Legal Education.
- Digitization of the library.
- Installation of UPS in all rack areas to ensure network availability when main power goes off.
- Creation of email accounts for both Bar Course and Diploma in Law Course Students.
- Provision of wireless access to both Bar Course and Diploma in Law students.
- Ensuring 24/7 uptime for all library computers.
- Installation of a storage area network to allow for bigger storage space for network files and folders.
- Upgrading of internet bandwidth/ speeds from 2mbps to 8mbps to accommodate both staff and students.

### **Challenges**

- Lengthy power fluctuations and blackouts affecting the availability of network resources to the users.
- Loss of requisition papers thereby delaying procurements.
- Failure of staff to embrace the idea of shared resources.

### **Future plans**

- Having the ICT draft policy approved by management in order to have uniformity in the systems.
- Automation of LDC business processes like finance, human resource and publishers.
- Ensuring all staff are equipped with all IT related resources.
- Introducing e-learning to ease on ways in which students access reading materials.
- Investing in an inverter system to store power for longer hours thereby ensuring longer availability of IT resources.

## **4.2 Finance and Planning Department**

The department of Finance and Planning is responsible for the management and control of Centre funds. It is divided into six sections, namely, budgeting and planning, salary, finance, management accounts, book-keeping and stores. The functions of the department include; revenue collection, payroll preparation, management of expenditure, management of stores, book-keeping and production of final accounts. Books of account are annually audited by the Auditor General pursuant to S.23 of the Law Development Centre Act, Cap 132.

The planning unit is supervised by this department.

## **4.3 Internal Audit Unit**

The internal audit unit is a support unit to the administration of the centre and reports directly to the Director. It helps the centre to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of internal controls, risk management, compliance and governance processes.

The unit further provides an independent, objective assurance and consulting activities designed to add value and improve the centre's operations.

## **Functions of the Unit**

The internal audit unit is charged with the following responsibilities;

- To audit revenues and expenditures and ensure that they have been handled as required by the law.
- To review the financial and accounting systems in the finance department and ensure they are adequate, effective and conforms to the provisions of the Treasury accounting instructions (2003).
- To identify and assess risks which may affect the achievements of the centre's objectives and determining how such risks could be managed.
- Reviewing other relevant laws and regulations, which if not observed could have material effect on the financial statements.
- To carry out pre- Audits and ensure that there is un restricted access to all functions, records, property, personnel documents and other information provided to internal audit.
- To review procurement procedures and payments to ensure that all goods, services and works are properly ordered, received, verified and paid for as specified by the Public Procurement and Disposal Act 2004.
- Ensuring that there is transparency and accountability of the centre's funds.

## **Achievements**

During the year 2015, the unit was able to achieve the following;

- Preparation of monthly and quarterly reports to the Accounting officer to take corrective action and decision making.
- Verification of the various students course fees and text book deposits and tracing them back to the Bank statement to confirm their existence.
- Witnessed the end of year stock taking both in the stores and publishers sections.
- Verification of all the goods and services delivered at the centre and ensuring that they have been delivered as ordered for in the Local purchase order.
- Reviewed the procurement files to ensure they are in order.

- Reviewed the financial accounts prepared by the finance department.
- Performed surprise cash counts in finance to ensure that all monies received are receipted and banked promptly.

### **Way forward**

The future plans for the unit include the following;

- Produce a draft Audit charter and internal Audit manual.
- Staff capacity development through continuous professional development, attending seminars and workshops.
- Have an additional staff in the Audit unit to ensure smooth running of the unit's activities and timely quarterly reports.
- Produce a Risk management policy for the centre.
- Have full and free access to the audit committee; obtain the necessary assistance of personnel in units of the centre.
- Introduction of the on- line business to ease verification of the students bankslips.

## **4.4 Procurement and Disposal Unit**

Procurement and disposal unit is mandated to manage all the procurement and disposal activities of Law Development Centre. The procurement and disposal unit works closely with the following stake holders to ensure its success that is the Director, Contract Committee, User Department, Evaluation committee and Contract Managers. The PDU directly reports to the Director. Below are functions, achievements, challenges, and recommendation and future plans of Procurement and disposal unit.

### **Functions of Procurement and Disposal Unit.**

- manage all procurement or disposal activities of the procuring and disposing entity except adjudication and the award of contracts;
- support the functioning of the Contracts Committee;
- implement the decisions of the Contracts Committee;
- liaise directly with the Authority on matters within in jurisdiction;

- plan the procurement and disposal activities of the procuring and disposing entity;
- recommend procurement and disposal procedures;
- check statements of requirements;
- prepare bid documents;
- prepare advertisements of bid opportunities;
- issue bidding documents;
- maintain a providers list;
- prepare contract documents;
- issue approved contract documents;
- maintain and archive records of the procurements and disposal process;
- prepare monthly reports for the Contracts Committee;
- co-ordinate the procurement and disposal activities of all the departments of the procuring and disposing entity;
- Prepare any other such reports as may be required from time to time.

**Stakeholders of procurement and disposal entity (Law Development Centre in function)**

- Accounting Officer
- User Department
- Procurement and Disposal Unit
- Contract Committee
- Evaluation Committee

**Achievements of Procurement and Disposal Unit**

- 80% procurement needs were incorporated in the Procurement plan 2014-2015.
- 80% of the procurements incorporated in the consolidated procurement plan were awarded by end of financial year 2014-2015.
- Appointment of Contract Managers for all procurements in the financial year 2014/2015 was implemented.
- Framework contracts for some of routine procurements under financial year 2014-2015 are in place.



- Pre-qualified list for bidders that shall be used effective 2015/2016 to 2018/2019 is available.

### **Challenges of Procurement and Disposal Unit**

- Some User Departments do not effectively plan and still submit inadequate User Departmental Plans.
- Some departments make submission of their departmental plans very late.
- Some User departments do not know how to develop clear specifications for their needs hence hindering quality procurements.
- Submission of late requisitions to PDU hence giving insufficient time to carry out the procurement cycle.
- Some Contract Managers have not taken up their full responsibility of managing respective contracts hence hindering effective and efficient delivery of these contracts.
- Inadequate staffing in the PDU Unit.

### **Recommendations**

- Training of User departments on effective procurement planning, specifications, terms of reference development.
- Motivation of Evaluation Committee members by providing sitting allowance.
- Training of User department on effective and efficient contract management.
- Management to recruit a third person in the Procurement and Disposal Unit.

### **Future plans**

- Ensure 100% procurements and disposal items are incorporated in the consolidated procurement and disposal plans of Law Development Centre.
- Enroll 100% of routine procurements under Frame work Contract management system
- Provide capacity building to contract Managers to ensure value for money is achieved as the end result.

## **Conclusion**

Procurement and Disposal Unit (PDU) has had great achievements. There were however challenges that hindered more effective performance. Management should assist PDU to improve in order to achieve greater performance in the next financial year.

### **5.0 DEPUTY DIRECTOR'S OFFICE**

The office of the Deputy Director is responsible for planning, organizing and providing academic leadership of the Centre. It is also responsible for the development, monitoring and review of academic programmes offered at the Centre as well as for the strengthening of the academic capability of the institution.

The following departments fall under the office of the Deputy Director:

#### **5.1 Department of Postgraduate Legal Studies and Legal Aid**

The department conducts a one year Post graduate Bar Course programme leading to the award of a Diploma in Legal Practice which is a pre-requisite for enrolment as an advocate and practicing law in Uganda. It also provides legal aid services to the indigent members of society, especially women and children in conflict with the law. The department is composed of full time and part-time professional staff and support staff.

##### **Eligibility for admission to the Bar Course.**

The Advocates Act, Cap. 267 and the Advocates Professional Requirements for Admission to Post – Graduate Bar Course) Notice 2007 prescribes the admission requirements for admission to the post graduate Bar course.

To be eligible for admission to the Bar Course, the applicant should be:

- A holder of a degree in law granted by a University in Uganda whose programme has been accredited by the Law Council. This applies to Ugandan and non Ugandan citizens.

- A Ugandan citizen who is a holder of a degree in law obtained from a University recognized by the Law Council in a country operating the common law system.

**The requirements include studying and passing the prescribed courses of study at under graduate level, namely:**

- Legal Methods
- Constitutional Law
- Contract
- Criminal Law
- Torts
- Evidence
- Civil Procedure
- Criminal Procedure

**The following activities were undertaken during the year towards the realization of the Centre's strategic objectives directly applicable to the Department;**

- **Provision of legal training that is relevant and responsive to the needs of the labour market.**

▪ **Revision of the Bar Course curriculum**

For the first time in a period of over forty years, the Bar Course curriculum was reviewed. As a result, the new curriculum which will ideally provide students with opportunities for specializing and deeper scholarship in preferred areas of the law – which would ideally prepare LDC graduates for the various career prospects ahead of them. The new curriculum as well begins the process of aligning training on the Bar Course with emerging domestic, regional and international best practice in training and legal practice. The shift to student centered learning encourages and allows for personalized / individualized responses and help to foster creativity in students. This review provides an opportunity for promoting efficiency in training by minimizing repetitiveness while at the same time promoting an emphasis on interdisciplinary teaching of knowledge, value and skills

### ▪ **Management of student numbers**

The 2014 / 2015 academic year was the largest single intake ever in the history of the institution. With only eight firm rooms available, the class was divided into four streams and each stream into eight firms of 21 students each. The teaching time was expanded; starting at 8.00 am and ending at 6.30 pm with lunch and tea breaks in between. To guarantee equitable utilization of the inadequate physical infrastructure, the department adopted a rotational policy with regard to study time slots and physical space.

### ▪ **Management of assessments**

Such a big class necessitated urgent recruitment of teaching staff. Over thirty part time staff were recruited within two weeks of the commencement of the academic year to beef up the existing full time staff. The rules for passing the course introduced a minimum attendance requirement of not less than 90% for one to be eligible for the end of term examinations. This was enforced strictly. Marking of individual weekly assessment written exercises was shared among both full time and part time teaching staff. Only four students did not undertake clerkship. The rest did and were duly supervised. This academic year saw the introduction of graded clerkship assessments and the use of clerkship journals by students. The oral practical examinations required the constitution of four panels for each subject, which arrangement facilitated completion of the exercise within the available planned two weeks of the academic calendar. Marking of the final examinations was successfully completed at a ten day marking retreat.

### ▪ **Academic Performance**

In the year 2015, **675** Bar Course students were admitted, **628** students reported for the course and 559 of those who reported passed the practical examinations (representing an 82.9% pass rate), 37 were eligible for supplementary examinations and for the first time in over a decade, none of the students was discontinued at the end of the first and second terms. However, 14 were involved in suspected

examination malpractice, 16 missed some examinations, another 16 were barred from sitting the examinations due to poor attendance of class 2 withdrew from the course and 8 abandoned the course.

At the end of the final examinations, 133 students had passed (representing a 21.2% pass rate), 439 qualified for supplementary examinations, 31 failed the course 20 missed some examinations while 5 were barred from sitting the examinations due to poor attendance of class. At the time of this report, the supplementary examinations had been done and the marking was in progress.

For the academic year 2015 / 2016 which began in September 2015, 436 students were admitted but only 411 reported for the course. Of those who reported, 2 were barred from sitting the written practical examinations in December 2015 at the end of the first term, due to poor class attendance. The examinations were still being marked at the time of submitting this report.

- **Provision of Legal Aid to the indigent and vulnerable persons in society**

- 1.0 OVERVIEW**

- The Law Development Centre Legal Aid Clinic is a section within the Department of Post Graduate Studies and Legal Aid. The Clinic began its operations in 1998 and it is multi-functional. The Clinic derives its mandate from the Law Development Centre Act Cap 232 Section 3(7) which provide for the functions of LDC.

- This annual report will cover the performance of the Clinic, point out some of the challenges encountered and highlight some of the priorities for the next year.

## **1.1 The Functions and Duties of the Clinic in year 2015:**

- To conduct for the Bar Course students the Clinic Legal Education Program.
- Provide pro bono legal aid services
- In-house Counsel for the Law Development Centre
- Conduct research
- Provide the Secretariat function for the Legal Aid Clinic Advisory Board
- In-house counsel for the Law Development Centre

## **1.2 Reported changes in Year 2015.**

In the year 2015, the Clinic underwent some changes which we report as notable in the history of the seventeen year old clinic. These changes include:

- Change in the structure of the Legal Aid Clinic.
  1. At the institutional level, the Clinic for the first time became a semi-autonomous section, within the Department of Post Graduate Studies and Legal Aid.
  2. The Clinic took on a new human resource structure. This saw the provision for the recruitment of 3 legal officers, a senior legal officer, a legal assistant/law clerk
- Recruitment of a new Manager Legal Aid Clinic effective 1<sup>st</sup> January 2015.
- New mandate of the Clinic with regard to its assignment to the In-house Counsel for LDC since January 2015
- Relocation of the office premise to a newly partitioned Clinic office on the ground floor of the Old Main Building in the month of November 2015.

- The opening of the second year of the USAID SAFE funded project –Using ADR mechanisms to Enhance Resolution of Land Disputes for the Indigent, with the closure of the first year of the project-2014.
- Recruitment of some new staff under the DGF funded project-Use of Bar Course Students to Enhance Access to Justice-the new student volunteers selected from the student intake of academic year 2014/2015, legal officer headquarters and the replacement of the legal officer-Kibaale District.
- Recruitment of new student Reconciliator under the JLOS funded reconciliation program in November 2015
- Conduct of the first annual review and planning meeting for all LDC Clinic staff in April 2015 in Fort-Portal town
- Introduction of some innovations in the Clinical Legal Education Program.
- Development of syllabus for the elective subject –Legal Aid/Probono Practice
- The Clinic for the first time submitted an annual workplan and budget estimates to be incorporate in the institution workplan and budget.
- The Masindi branch legal aid Clinic office moved into a more spacious office in February 2015

## **2.0 PERFORMANCE OF THE LEGAL AID CLINIC YEAR 2015 AND KEY ACHIVEMENTS REGISTERED.**

### **2.1 Teaching the Bar Course Students Academic Year 2014/2015 and 2015/2016.**

### **2.2 Conduct of the Clinical Legal Education Program**

Clinical Legal Education is a compulsory subject for the student of the Post Graduate Diploma in Legal Practice. The Clinic continued to be responsible

for the conduct of the program which was taught in the first, second and fourth term of the academic year. The clinic maintained the traditional teaching methods used by LDC i.e. lectures by Clinic teaching staff and guest speakers, role plays, video clips, group discussions and visits to selected JLOS institution.

Some innovations were made in the conduct of the program:

In a bid to enforce compulsory attendance of the Clinical Legal Education classes we introduced capture of class weekly record of attendance in the weekly report of attendance issued by the Head of Department. The Clinic made progressive efforts to involve lecturers of the Department in teaching on the program and idea contribution. A student field visit was made to the Ministry of Lands Jinja zonal land office and to the Uganda Registration Services Bureau. New Topics were introduced on the syllabus : Preparing for employment, The Practical Aspects of Business Registration for the Legal Practitioner, The Practical Aspects of Civil Registration for the Legal Practitioner. All handouts and power point lecture presentations were distributed to the students by e copy. In academic year 2014/2015,a total of 650 students were trained and in year 2015/2016, a total of 426 students are under taking the training.

#### **2.4 Development of the Syllabus for the subject Legal Aid/Probono practice.**

Following the introduction of the new syllabus for the student of the Post Graduate Studies and Legal Aid, the Clinic has developed the syllabus for this subject. The Clinic will be responsible for organizing the teaching of this new subject, which will be taught for the first time in the academic year 2015/ 2016.



### 2.4.1 Clerkship for students of the Academic Year 2014/2015.

The Clinic had 3 students at the headquarter clinic during the clerkship term, two of whom were male and one female. The Clinic also participated in the interview of students for clerkship in the districts termed hard to reach and supported by the JLOS funding.

### 2.5 Legal Aid Service Provision at the Headquarter Clinic.

Statistical report on new walk in clients cases (Table 1): A total of 223 clients were provided service in the year 2015. An average of 22clients are served per month.

Table 1.

| Quarter             | Gender Disaggregation |        | Legal Advice | Employment | Maintenance/ Custody | Land | Criminal | Others | Mediation/ Court | Total |
|---------------------|-----------------------|--------|--------------|------------|----------------------|------|----------|--------|------------------|-------|
|                     | Male                  | Female |              |            |                      |      |          |        |                  |       |
| <b>Jan - March</b>  | 28                    | 35     | 25           | 04         | 18                   | 04   | 03       | 00     | 09               | 63    |
| <b>April - June</b> | 40                    | 25     | 31           | 03         | 11                   | 05   | 02       | 01     | 02               | 65    |
| <b>July - Sept</b>  | 41                    | 27     | 38           | 00         | 11                   | 08   | 07       | 02     | 01               | 68    |
| <b>Oct - Dec.</b>   | 12                    | 15     | 12           | 02         | 03                   | 04   | 05       | 00     | 01               | 27    |

In a bid to improve effectiveness a File numbering system, Clients, File and Daily Staff Attendance Register and Monday morning week meetings and weekly reports were introduced( though some are still developing as routine practices) The Clinic took up its new physical offices on the ground floor in November 2015.The new office outlay has all the functions and staff of the headquarter clinic in a single service point on the ground floor. Part time employment opportunity of legal clerical assistant for the period July-December 2015 was provided for the Former LDC Guild President academic year 2014/2015

## **2.6 In-House Counsel for the Law Development Centre**

The Clinic was assigned this task in January 2015. The role includes writing legal opinions, handling correspondences, monitoring court cases handled by external counsel for LDC. For this period in terms of number the following were undertaken:

9 Legal Opinions researched and written,

9 legal correspondences drafted,

10 number of court cases followed up on,

## **2.7 Programs and Projects Undertaken**

### **2.8 Project: Use of Alternative Dispute Resolution mechanisms (ADR) to enhance resolution of land disputes for the indigents in Kibaale District funded by USAID SAFE**

Year 2015 was the second year of implementation of this project. The projects focus is on land justice and its activity was focused in 5 sub counties of Kibaale District, although the walk in clients went beyond the 5 sub counties of Mpeefu, Muhooro, Bwikara, Kasambya and Birembo. The Legal Aid Clinic maintained 2 branch offices within Kibaale District – at Kagadi and Karuguza towns. A separate detailed End of Project Report has been compiled and is available. The grant for the year from USAID SAFE was a sum of Ugx 299,000,000/= Achievements under this project in the year 2015 include the strengthening of relationships within the local government structures (both at the district and sub county level), strengthening of a grass root community level structure, increased awareness of, and interest in enforcement of land rights and increased skilling in various forms of legal aid service provision for the Clinic staff and student volunteers. An advocate and 4 student volunteers were employed under the project. The statistical output on project activities is tabulated below in Table 2.

Table 2:

| <b>ACTIVITY</b>  | <b>OUTPUT</b>  |
|--|--|
| Probono legal aid to walk in clients(includes legal advice and counseling by both the clinic lawyers and the clvs' legal representation in court). | 218walk in clients attended to.  |
| Mediation and Reconciliation Sessions (by clinic lawyers and Community Legal Volunteers).  | 382 cases handled using ADR  |
| Community dialogues/mobile camps Conducted and number of participants.   | 20 mobile camps conducted. A total of 2560 people of Kibaale were physically present in these camps. |
| Training and Review of performance of CLV's.   | 40 Clvs trained in 2 workshops.  |
| Sensitization of JLOS stakeholders and district officials.   | 90 participants,2 workshops  |
| Sensitization of traditional leaders, opinion leaders and members of Area Land Committee.  | 108 participants,2 workshops   |
| Social networking and internal quarterly meetings at sub county.   | 4quarterly meetings conducted at 4 sub counties-56 participants per sub county.                      |
| Quarterly M &E   | A visit conducted in each quarter  |
| Field visits in 5 sub counties   | 36 visits conducted  |

USAID SAFE also supplied us 447 of copies of the Handbook entitled Okusagika Enkora Y'okutunga Obwinganiza, Kukorra Ha BiragiroN'okuleetaObusinge-AkatabuK'okusomesa Abeebembezi B'abagurusi/Abakaikuru

The Clinic staff also attended: a Fraud Awareness Training organized by USAID on the 5<sup>th</sup> May 2015 and a Reflection and Learning Meeting organized by USAID SAFE on 19<sup>th</sup>-22<sup>nd</sup> May 2015.

## **2.9 Project: Use of Bar Course Students to Enhance Access to Justice for the Juveniles and Indigent persons-funded by the Democratic Governance Facility.**

Through the year 2015, the Clinic continued to implement this project that had commenced its second phase in November 2014 and this phase is to run up to the end of June 2016. This project is being implemented in 4 districts – Kampala, Kabarole, Kibaale and Masindi. The second phase of the DGF funding is referred to as LEAP II and this time round the project innovations that were not included in LAP I which ran for the period; October 2012 to November 2014. These new innovations include a wider scope of activity –activities now include the handling of civil cases, coaching clients on self-representation and conduct of school outreaches to establish children clubs. There is also a component of the project referred to as Skilling for Legal Aid Service provision which is being implemented by the Clinic in partnership with the Centre for Justice Studies and Innovations. The particular skill focus for this partnership with CJSI is to enhance the standards for delivery of legal aid to children, through the formulation and dissemination of standards for child friendly legal aid.

The key achievements for year 2015 under this project have been:

- Procurement and installation of 5 computers at the Clinic headquarters. In addition the purchase of one printer and scanner is under consideration.
- Monitoring visit to the LDC headquarters by a team from the DGF Secretariat Managers – on 15<sup>th</sup> September 2015.
- The recruitment of 13 number of volunteers of the student intake academic year 2014/2015 in the month of November 2015 and the close of the annual contract of the student volunteers recruited from the student intake academic year 2013/2014. We received a total of 83 applications for the November recruitment.
- In partnership with CJSI we have developed the Child Friendly Standards for Legal Aid and a Training Manual.

- The Clinic under this project has been able to operate 2 offices in Kibaale District , 3 service points at 3 courts in Kampala District-LDC, Makindye and Nabweru courts and an office in Masindi and Fort portal town. It is important that we report that the office space in Masindi, Fort portal, Karuguza and Kagadi have been provided by courtesy of these district local governments out of their government offices.
- Invitation to submit a Concept Note for extended funding for legal aid work for the period termed DGF 1+ for the period July 2016 to December 2017 with a funding ceiling of Ugx 900,000,000/= .An increase in the funding ceiling beyond that of LAP 1 and LEAP II
- The statistical performance on activities is tabulated in Table 3 below.
- LDC Legal Aid Clinic has a 2 person representation on the DGF ICT Working Group

|                   | <b>PERIOD</b>   | <b>Legal Counseling and advice</b> | <b>Legal Representation</b> | <b>Coaching on self representation</b> | <b>Juvenile Offenders Diverted</b> | <b>Mediation and Reconciliation</b> | <b>Location Mobile Camps, participants</b> | <b>Workshops/ Trainings Establishing School Clubs</b>  | <b>M &amp; E Visits</b> |
|-------------------|-----------------|------------------------------------|-----------------------------|--|------------------------------------|-------------------------------------|--|--|-------------------------|
| MASINDI DISTRICT  | Jan-March 2015  | 115                                | 46                          | 6                                      | 9                                  | 47                                  | 250  |  |                         |
|                   | April-June 2015 | 44                                 | 20                          | 13                                     | 38                                 | 25                                  |  |  |                         |
|                   | July-Sept 2015  | 79                                 | 59                          | 6                                      | 4                                  | 26                                  |  | radio talk show was aired on 93.6 Kings F.M  |                         |
|                   | Oct-Dec 2015    | 43                                 | 52                          | 8                                      | 1                                  | 24                                  |  | Prison visits,   |                         |
| KABAROLE DISTRICT | Jan-March 2015  | 246                                | 48                          | 5                                      | 18                                 | 153                                 |  |  |                         |
|                   | April-June 2015 | 246                                | 51                          | 9                                      | 12                                 | 99                                  |  |  |                         |
|                   | July-Sept 2015  | 157                                | 61                          | 9                                      | 6                                  | 53                                  | 197  | the Clinic participated in the court open day 28 celebration held at Fort portal High Court. |                         |

|                  |                 |       |     |     |     |     |     |   |      |
|------------------|-----------------|-------|-----|-----|-----|-----|-----|---|------|
|                  |                 |       |     |     |     |     |     | District Chain Link Committee (DCC) and Regional Chain Link Committee(RCC). |      |
|                  |                 |       |     |     |     |     |     | A capacity building training workshop                                       |      |
|                  | Oct-Dec 2015    | 38    | 76  | 5   | 1   | 90  |     | Radio Talk Show was conducted at Voice of Toro(VOT) Fm,                     |      |
| KAMPALA DISTRICT | Jan-March 2015  | 38    | 21  | 24  | 21  | 30  |     |   |      |
|                  | April-June 2015 | 62    | 71  | 75  | 45  | 84  |     |   |      |
|                  | July-Sept 2015  | 50    | 94  | 39  | 78  | 62  |     | Radio Talk Show was held on Beat FM 96.3                                    |      |
|                  | Oct-Dec 2015    |       |     |     |     |     |     | DGF- ICT Working Group meeting.   |      |
| KIBAALE DISTRICT | Jan-March 2015  | 18    | 40  | 7   | 2   | 31  |     |   |      |
|                  | April-June 2015 | 11    | 25  | 10  | -   | 33  |     |   |      |
|                  | July-Sept 2015  | 15    | 16  | 11  | 6   | 17  |     | a capacity building of stake holders / annual review of the project         |      |
|                  | Oct-Dec 2015    | 21    | 20  | 10  |     | 40  |     |   | M& E |
|                  | GRAND TOTALS    | 1,183 | 700 | 237 | 241 | 966 | 447 |   |      |

**Table 3:**

The DGF supported M & E Training for all staff of the Clinic on 8<sup>th</sup> April 2015 at Piato Restaurant In Kampala District.

### **2.9.1 The Diversion of Children in Conflict with the Law Program**

During the year the Clinic received finances from the JLOS to support 2 social workers to divert petty juvenile offenders from the formal justice system. The 2 social workers made a follow up on cases in the courts of Makindye Magistrates Court ,Kasangati Magistrate courts, Entebbe Magistrate courts, City hall Court, Buganda Road Court and Law Development Centre Court.

Under the JLOS funds were extended for the identification and selection of Fit persons. Using this funding Rapid Assessment, stakeholder one to one meetings, selection, commissioning and initial training of 40 fit persons in the districts of Jinja, Gulu and Mbarara was carried out.

40 bicycles for Fit Persons were procured using finances from JLOS funding.

### **2.9.2 Reconciliation Program**

The LDC Legal Clinic received funds from the JLOS to support the Reconciliation of petty cases at Magistrates Courts under S.160 of the Magistrates Courts Act.

The program was for part of the year operational at the courts of: Iganga, Kajjansi, Makindye, City Hall, Lira, Kasangati and a total number of 282 cases were handled. Under the FY 2015/2016 further support has been provided by Justice, Law and Order Sector (JLOS) to continue with the program so far within Kampala and Wakiso Districts.

## **3.0 COLLABORATION AND PARTICIPATION IN STAKEHOLDER EVENTS WITHIN THE LASPNET, JLOS AND FORUM NETWORKS.**

The Clinic participated in several events within the LASPNET and JLOS circles as listed below. This helped the clinic establish relationships, get update information, skills capacity building and sharing information.

- ***Trial and Advocacy training held at Esella Hotel, held at Najjera***(12<sup>th</sup> to 15<sup>th</sup> January 2015)  
Organized by JUSTICE ADVOCACY AFRICA and LASPNET: The main objective was to equip advocates in Legal Aid with skills to present the factual and legal aspects of their cases persuasively so as to permit the court to reach an enlightened and just result.
- ***Human Rights Defenders Planning Meeting held at Piato Restaurant*** (6<sup>th</sup> February 2015) organized by LASPNET. The meeting's main object was to Identify which Human Rights defenders would be interested to take on cases on the violation of Human rights
- ***Consultative meeting on Development of Child Friendly Standards for Legal Aid Service Provision. Held at Grand Imperial Hotel Kampala.*** (17<sup>th</sup> February 2015) organized by CJSI. The meeting was aimed at sharing initial findings, informing skills gaps in relation to adhering to standards for Legal Aid Provision and seeks recommendations to enrich the process of developing standards for child friendly legal aid service.
- ***Commemoration of the world Day of social Justice held at Nakivubo blue primary school*** (20<sup>th</sup> February 2015) organized by LASPNET  
The commemoration mainly focused on Upholding the right to Educate for the Urban Poor.
- ***Launch of the Access to Justice ICT Application and SMS Platform held at Kolping Hotel Kampala.*** (26<sup>th</sup> February 2015) organized by MUSLIM CENTRE FOR JUSTICE AND LAW The Muslim Centre for Justice and law integrated ICT to enhance access to Justice for the most vulnerable members of our communities where they use their basic phones to access important legal information hence the launch.
- ***Access to Justice for All Made a Reality held at Railway Grounds, Kampala.***( 27<sup>th</sup> February, 2015) organized by the UGANDA LAW



SOCIETY. This was to promote equality in access to justice and improve delivery and standard of legal services through pro bono.

- ***Street Children coming in conflict with the Law held at Imperial Royale.*** (4<sup>th</sup> March 2015) organized by RETRAK UGANDA. The meeting was to raise awareness about the street children and Handling Street children in conflict with the law.
- ***Consultative Meeting on the Development of Standards for Delivery of child friendly Legal Services to children in contact with the Law held at Fairway Hotel.*** (13<sup>th</sup> March, 2015) organized by CJSI. This was mainly to seek practical recommendations on the Development of a core package for Legal aid service provision to children and forging the way forward.
- ***Launching the Roll out of Alternative Dispute Resolution Mechanisms held at Imperial Royale Hotel.*** (18<sup>th</sup> March, 2015) organized by MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS. This aimed at rolling out existing ADR processes implemented in the Commercial Division of the High Court across all JLOS Institutions with dispute resolution mandates and strengthening the implementation of existing ADR mechanisms.
- ***Meeting Between Law Council And Legal Aid Service Providers Held At Imperial Royale Hotel.*** (19<sup>th</sup> March 2015) organized by LAW COUNCIL. To discuss the Current trends in Legal Aid Service Provision and Regulations in Uganda.
- ***Meeting on Accountability and Redress for Victims of sexual violence in conflict in Uganda within a Transitional Justice Framework held at Protea Hotel.*** (24<sup>th</sup> March 2015) organized by UGANDA LAW REFORM COMMISSION AND FIDA. The overall objective of the study was to develop proposals for a model law that comprehensively addresses and redresses sexual violence in conflict.

- ***Mobile Legal AID Clinic at Kasanvu LCI Kisugu.*** (25<sup>th</sup> March 2015) organized by JUSTICE CENTER UGANDA. This aimed at promoting equality in access to justice and improves delivery and standard of legal services.
- ***How to conduct a Justice Needs and Satisfaction Tools IN Uganda held at DGF Kampala.*** (26<sup>th</sup> March 2015) organized by HAGUE INSTITUTE FOR THE INTERNATIONALIZATION OF LAW AND DGF. This is aimed at promoting aspects of Data and Justice and how to use data to enable access of Justice.
- ***Training on Alternative Dispute Resolution, counseling and Psychotherapy held at Makerere University.*** (25<sup>th</sup> -26<sup>th</sup> and 30<sup>th</sup>-31<sup>st</sup> March 2015) organized by PILAC And LASPNET. This was mainly to equip Legal Aid Service providers, PILAC staff and students with ADR and Psychotherapy skill so that they can be prepared mentally and emotionally to handle their clients cases more professionally.
- ***CJSI Stakeholders Consultative meeting held at Silver springs Bugolobi.*** (2<sup>nd</sup> April 2015) organized by CENTER FOR JUSTICE STUDIES AND INNOVATIONS. To find ways of deploying the trained young professionals with legal aid service providers institutions and other key JLOS institutions intended to test out and refine the standards for legal aid service provision to children
- ***CJSI Young Professionals training on Child friendly Justice System and Child friendly legal Aid services held at Fair way Hotel.*** (7<sup>th</sup> - 10<sup>th</sup> April 2015) organized by CENTER FOR JUSTICE STUDIES AND INNOVATIONS. Training and building the capacity of fresh Law graduates to test out the concept of skilling for legal aid service provision.
- ***Meeting with the LDC Legal Aid Clinic. Reconciliators held at LDC-legal Aid Office.*** (15<sup>th</sup> April 2015) organized by LEGAL AID

CLINIC. Obtaining status and Reporting for the Reconciliators and also getting to know them

- ***Legal Aid: An integral part of access to justice in Uganda held at Luweero.*** (30<sup>th</sup> April 2015) organized by JUSTICE CENTRE UGANDA. The main objectives were To bring together Legal Aid service providers and stakeholders to share ideas on how to improve access to justice through quality legal aid. To underscore the importance of legal aid in the realization of access to justice for all. To publicize and generate support for the Legal Aid policy and Bill.
- ***Child Protection workshop.*** (30<sup>th</sup> April 2015) organized by HUMANE AFRICA. The workshop was about finding legal solutions to child sacrifice in Uganda
- ***Regional Conference about Access to Justice in Luweero.*** (30<sup>th</sup> May 2015) organized by JUSTICE CENTERS UGANDA. This aimed at bringing together Legal aid Service providers and stakeholders to share ideas on how to improve access to Justice through quality Legal Aid.
- ***Report on ICT working group Inaugural meeting.*** (24<sup>th</sup> June 2015) organized by DGF. The workshop was about to sharing experiences in regards to use of ICT to facilitate and enhance access to Justice.
- ***Half-Day Public Dialogue in commemoration of the UN International Day in support of Victims of Torture held at railway grounds.*** (24<sup>th</sup> and 26<sup>th</sup> June 2015) organized by UGANDA HUMAN RIGHTS COMMISSION. The dialogue aimed at popularizing the recently enacted Anti Torture Law in Uganda.
- ***Prisons As Places Of Positive Transformation.*** (22<sup>nd</sup> July 2015) organized by AFRICA PRISONS PROJECT. The event mainly aimed at bringing Dignity and hope to men, women and children in prison under the thematic areas of access to justice, healthcare and education.

- ***National Legal Aid Conference held at Munyonyo Commonwealth Resort Hotel.*** (9<sup>th</sup> and 10<sup>th</sup> August 2015) organized by CHAMBERS OF THE CHIEF SUPREME COURT OF UGANDA. The aim of the conference was to bring the issue of Legal Aid service delivery to the National agenda given that more than 63% of all people in Uganda are either living in abject poverty or are vulnerable to poverty hence a need to deliberately plan for them in the administration of Justice system.
- ***Strategic Litigation Advocacy Seminar held at Royal Suites Bugolobi.*** (28<sup>th</sup> August 2015) organized by FOUNDATION FOR HUMAN RIGHTS INITIATIVE. The major objective was to explore strategic and advocacy opportunities for Civil society during litigation.
- ***Validation workshop for Bar Course Curriculum.*** (9<sup>TH</sup> September 2015) organized by LDC. It was about validation of the Bar Course curriculum of 2015/16 after approval by the Law Council.
- ***Stakeholder's meeting on Review of the Children Act held at Namirembe Guest House.*** (21<sup>st</sup>September 2015) organized by UGANDA CHRISTIAN LAWYERS' FRATERNITY. The meeting was organized so that the stakeholders can discuss and make input into the consultant's report on the review of the Children's Act and other laws related to children.
- ***Prison Decongestion Program Stake Holders' Meeting held at LDC Court.*** (29<sup>th</sup> September 2015) organized by JUSTICE CENTERS UGANDA. It was a consultative meeting of the Prison Decongestion Program.
- ***Research and Dissemination of Findings Seminar held at City Royale Bugolobi.*** (30<sup>th</sup> September 2015) organized by PILAC. The workshop aimed at dissemination of information by PILAC after a research was conducted in areas of protection of Tenants on

Registered Land Against Evictions and Disempowering the Already Marginalized.

- ***Strategic Plan 2015-2020 Validation Meeting held at Silver Springs Hotel in Bugolobi.*** (8<sup>th</sup> October 2015) organized by LASPNET. The meeting was to discuss and provide a frame work, within which annual operational plans are derived, create a common platform for managing emerging coordination and networking challenges.
- ***Consensus Building Conference on Access to Justice held at Serena Hotel Kampala.*** (22<sup>nd</sup> October 2015) organized by LASPNET. The meeting aimed at starting a journey to tackle the loose ends hindering Access to Justice for All, particularly the vulnerable and marginalized.
- ***ICT Working Group Meeting held at EADB Building.*** (13<sup>th</sup> November ,2015) organized by DGF. The meeting was about integrating ICT in organizations for Digital security and productivity tools.
- ***Skilling For Legal Aid Service Provision Program-Post Demonstration Reflection Session***(3<sup>rd</sup> December 2015) organized by CENTRE FOR JUSTICE STUDIES AND INNOVATION partnering with LDC. The Session was organized basically for documentation of lessons learnt and so as an action plan can be developed thereafter to inform the next steps and future programming.
- ***Developing a Common Learning Agenda on Prevention and Respneding to Violence against Children in Schools.*** (14<sup>th</sup> -16<sup>th</sup> July 2015) organized by ELEVATE CHILDRENS FUNDERS GROUP. The event was organized to further learning in developing responsive programs to address the issues of violence against children in schools.
- ***The East African International Arbitration Conference*** ( 9<sup>th</sup>-10<sup>th</sup> April 2015) organized by EABN .The conference was organized to improve capacities and highlight dispute resolution capabilities in the Region.

- *The DGF Partnership Conference 2015* (3<sup>rd</sup> -4<sup>th</sup> December 2015) organized by DGF to share and learn from experience.
- *National Child Justice Convention* (24<sup>th</sup> -25<sup>th</sup> November 2015) organized by LASPNET,SAVE THE CHILDREN and UCRNN. The theme of the Convention was Enhancing restorative and child friendly justice in Uganda.

#### **4.0 CHALLENGES ENCOUNTERED**

##### **4.1 Enabling the Clinical experience for the bar course student, incorporating new learning requirements into the program.**

Although the LDC has embraced the Clinical component as a necessary part of the study of legal practice-because of the size of the clinic and its clientele as compared to the student number, it has not been possible to have the Clinical practice as part of the students learning. It would seem that this will be in the medium and long term plans of the LDC. The nomenclature for the program, therefore may be a question that is an issue. The nearest we have managed to get to the live client practice is in the role play sessions of simulated cases. We note that the role play session is also used in other subjects of the bar course study.

The teaching of the large number of students such as the 2014/2015 did present some challenges to consider in terms of effective teaching-the space available and equipment would not easily allow for micro teaching, the student teacher ratio also presents a challenge as the student numbers grow. The opportunity for the live client practice has been possible in the attachments at the end of the course-however the number of student opportunities is minimal as compared to our student intake.

There is therefore still room to introduce more innovations for student participation in clinical practice.

There is also need for the learning to keep abreast with the changes in the practice situations advocates face. The mechanism of obtaining feedback

from the legal fraternity in practice as to what topics should be introduced on the syllabus is still not yet established.

#### **4.2 Financing for legal aid service provision**

This is a big challenge. The current service is mostly donor supported. The Clinics donors are still very few and their funding is uncertain and intermittent. The legal aid sector is growing. Our coverage is not in match with the national demand. Further still there is a fast growing competition within the providers of legal aid. The seventeen year old government Clinic would need to take up a more forefront position in the sector. With the limited funds it is difficult for the LDC Clinic to face up to the competition which is emerging and existing from the civil society organizations providing legal aid.

In addition the Clinic and its branches are required to meet the compliance requirements in the Advocates (Legal Aid to Indigent Persons) Regulations, No.12 Of 2007. We are not yet able to comply fully. In addition ,with the limited funding it is difficult for the clinic to modernize its service and embrace new approaches to legal aid.

#### **4.3 Records Management, Reorganization and Rehabilitation.**

The Clinic has a number of old records and also has growth in its records both at the headquarter and branch offices. The Clinic systems are still wanting in this area and the Clinic is yet to meet the requirements as set out in the guidelines within the LDC 2015 Records Management Policy. Storage is a serious challenge-much of the records are paper records, we have not yet embraced e records management. In addition there are no clear guidelines with regard to management of records from the grass root structures the Clinic has established within the districts where the Clinic operates.

## **5.0 PRIORITIES FOR THE YEAR 2016**

- These will include plans to prepare the Clinic for teaching of the new subject Probono Legal Aid Practice.
- Harness efforts towards the diversification of projects, programs and partners.  
Strengthening existing partnerships.

## **5.2 Department of Law and Continuing Legal Education**

The Department of Law and Continuing Legal Education is one of the teaching departments at the Law Development Centre (LDC).

It came into place after the merger of the Departments of Law and Continuing Legal Education (CLE). It started operating on the 1<sup>st</sup> day of January 2015.

The department is charged with the core function of providing legal education in form of long and short courses. It runs two programmes leading to the award of a Diploma in Law, that is, the day and evening courses. The department also organizes a Diploma in Human Rights Course, Evening programme.

It organizes short courses for the public officers and other persons, with an aim of introducing them to the administration of justice in order to improve their efficiency in the performance of their duties. The courses offered include the following:

- Administrative Officers Law Course
- Court Bailiffs, Auctioneers, Court Brokers and Court Clerks Law course.
- Tailor made courses upon request from various organizations.

The department runs upcountry study centres, that is, Gulu, Lira, Mbale, Soroti, Mbarara and Rukungiri.



- **Courses Conducted**

- Diploma in Law Course 2014/2015.
- Diploma in Law Course 2015/16 (ongoing).
- Diploma in Human Rights course 2015.
- Court Bailiffs, Auctioneers, Court Clerks Law Clerks Course – February-March 2015.
- Court Bailiffs, Auctioneers, Court Clerks Law Clerks Course –August-September 2015.
- Administrative Officers Law Course (at LDC) April –May 2015.
- Administrative Officers Law course (at LDC) August-September 2015.
- Administrative Officers Law course (evening) October-December 2015.
- Administrative Officers Law Course (Lira study centre)January – April 2015.
- Administrative Officers Law Course (Lira study centre)August – November 2015.
- Administrative Officers Law Course (Gulu study centre) May-July 2015
- Administrative Officers Law Course (Mbarara study centre) June– August 2015.
- Administrative Officers Law Course (Mbale study centre) April-July 2015.
- Administrative Officers Law Course (Mbale study centre) August– November 2015
- Administrative Officers Law Course (Soroti study centre) July– October 2015.
- Administrative Officers Law Course (Rukungiri study centre) October-December 2015.

- **Number of students trained**

This year, the number of students admitted to various courses has significantly increased as indicated here below:

|                 |   |              |
|-----------------|---|--------------|
| Diploma Courses | - | 525          |
| Short Courses   | - | <u>722</u>   |
| <b>Total</b>    |   | <b>1,247</b> |

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**Expected revenue from students admitted this year.**

|                 |   |                             |
|-----------------|---|-----------------------------|
| Diploma Courses | - | Shs. 1,165,500,000/=        |
| Short Courses   | - | <u>Shs. 653,410,000/=</u>   |
| <b>Total</b>    | - | <b>Shs. 1,818,901,000/=</b> |

- **Teaching on the courses**

Teaching on all programmes has been successful. Most of the lecturers assigned tasks have completed them in time. Students have appreciated the manner in which our courses have been conducted.

We have been successful due to our reliance on competent and dedicated staff who are very much alive to the needs of our primary customers.

- **Timely release of results**

The department has succeeded in releasing results in a timely manner. The short courses results which in the past used to take 4 to 6 months, to be released are now released within one to two weeks. We have so far released the results for all the courses mentioned above, save for the Diploma in Law first term which ended on 4<sup>th</sup> December 2015 and Administrative Officers Law course evening programme and Rukungiri Study Centre whose exams are still going on. This has greatly improved the image of LDC. It has, contributed significantly to the increase in the number of students.

We have been successful in this respect because the lecturers are committed. Also, the Department makes a serious follow up in regard to the lecturers who are assigned work. The Academic Registrar, his Assistants and our Administrative

Assistant have also contributed significantly in ensuring that results are released in a timely manner.

- **Future Plans**

- The department would wish to start a Distance Learning Programme for Diploma courses. This would decongest LDC. It would enable LDC serve those who may not find it possible to study on the day and evening programmes. The department would be comfortable starting this programme in the Academic Year 2016/2017.
- Conducting CLE for practicing Advocates. This will depend on having LDC accredited by the Law Council as one of the CLE provider. It would be better to have the proposed CLE conducted from LDC most especially from our auditorium when it's completed. Using our teaching facilities would be cost effective.
- The department intends to propose a modern and cost effective system of availing reading materials to students who pursue courses which it conducts. Use of hard copies of text books is phasing out in many institutions. This is because, most essential text books, statutes and precedents can now be accessed online. The department responsible for issuing text books to students is struggling. There's doubt as to whether its struggle is cost effective. There is urgent need for us to adopt modern methods by exploiting the advancement in information technology. We shall, at the beginning of next year propose that students who enroll on courses in the Department be given a soft copy of the necessary materials.

Students will be able to get all essential reading materials at a very low cost. The department responsible for producing hard copies would have time to move out and look for external customers other than concentrating on those who are obvious.

Complaints of the students who finish the course and even graduate without getting text books for which they paid at the beginning of the course will stop.

- **Challenges:**

There is no doubt that the Department has a huge potential. However, it has some challenges which if not addressed urgently might limit its prospects.

The following are some of the challenges:

- **Competition from other service providers**

The department does not have monopoly over the courses it offers. These courses are offered by several other service providers. At present, about 15 universities are accredited to offer law courses. They are free to conduct all law courses offered by the department. However, the department and LDC at large cannot offer other law courses offered by these service providers e.g LL.B, LLM and Phd. These service providers offer courses in other disciplines other than law. LDC does not have this privilege.

- **Lack of adequate infrastructure**

The department is struggling with the problem of infrastructure. It is becoming difficult to contain a large numbers for the Diploma in Law course and Administrative Officers law course which are conducted at LDC. The only space available is the old main hall which cannot accommodate large numbers. In addition, this hall does not provide a conducive learning environment given its location.

The toilets for students, which are also used by staff are in an alarming condition. At times they are flooded. At other times they are closed. If they are open, the doors cannot close. This is putting students and staff at a risk.

The problem is worrying when it comes to study centres. Some of the centres were opened in 2011. New ones were opened this year. However, to date, we still operate from hired premises. Most of them do not offer a conducive learning environment. Some are in primary schools where senior officers have to contend

with the inconvenience of using furniture fit for children. The furniture for secondary schools is not any better. The places of convenience are not only a challenge to students but also to lecturers.

Some of our competitors have become aggressive by acquiring land and constructing their own premises. Others rent premises on a permanent basis. At the minimum, others, at least have a liaison office in areas where they operate from. For LDC, after the completion of a programme there's nothing that remains, that shows that it conducts any programme in that area.

It would be better for LDC to acquire land in some areas and construct its premises or hire premises on a permanent basis. At the minimum, it should open liaison offices. With any of the above, LDC will be to be visible. It will have its premises, an office, sign post and staff.

In most study centres, it takes long to convince potential customers that its LDC which is conducting the course. Some think we could be imposters since there's nothing to demonstrate that we are from LDC. That is why in most cases some study centres begin with a small number of students. Others join after getting convinced that its LDC. We are certain that some may not get convinced and choose to join our competitors.

- **Power Cuts**

Sometimes, the department experiences a serious problem of power cuts. This greatly affects students in the course of lectures. We cannot proceed when there is no power. Our microphone cannot work. For the evening programme, we can't teach in darkness. Although there is a standby generator, it is not automatic. We have to stop lecturers and look for a technician.

- **Delay in release of text books to students**

Our primary customers who purchase text books from our Bookshop are our students. We tactfully make them customers by including a sum of money for

text books on their tuition fees. It seems to me that we have a small number of customers who walk in to purchase text books. However, the delivery of text books, which should be done immediately a student pays, has become a problem. Students now complete their courses and even graduate without receiving their text books. Obviously, this is bad for our public relations.

There is need to evaluate the capacity of the department responsible and determine whether it is able to deliver up to our customers' expectations.

There is need to analyze the cost effectiveness of LDC's undertaking to supply text books to students.

Given the level of information technology, it may no longer be feasible to issue hard copies to students. It would be better to avail students with a soft copy of the relevant reading materials.

- **Subsistence Allowance for Lecturers**

This is an allowance which lecturers spend when they travel to study centres over the weekend to perform the core function of LDC. However, with the new system, which in my view is the best, this allowance is sent directly to lecturers' bank accounts. However, the problem we have is the delay in transferring this money. Sometimes lecturers reach the time of departure when the money is not yet credited to their accounts. Since the department issues a time table covering all weekends and reflecting the concerned lecturers, we hope that this allowance will in future be transferred in time.

- **Teaching Allowance**

Teaching on the Bar Course, Diploma in Law and Human Rights courses attracts an allowance of Shs.100,000/= per hour. However, this is different when it comes to short courses. For the short courses at LDC, the rate used to be about 70,000/=. This was later reduced to 50,000/=. For the upcountry study centres where a

lecturer forfeits his weekend and family obligations, it has remained 50,000/= This implies that after taxation, one earns 35,000/= per hour. Considering the consumer price index and inflation, this amount demotivates staff. Moving from home to LDC on a weekend means that one has to use this amount for fuel or even top up from his sources. Though this figure was fixed by the LDC management Committee before the coming into force of the LDC Standing Orders and new staff contracts, it remains unfair for one to earn 100,000/= for an hour and another 50,000/= . This needs to be reviewed given the new contracts and LDC Standing Orders. It is largely becoming difficult to get willing lecturers who are ready to earn 50,000/= when others are earning 100,000/= on other courses.

It seems LDC could be the only institution where an hour is remunerated differently for particular courses. Failure to remunerate professionals adequately in some cases has the potential of compromising the quality of professional output. Therefore there is need to harmonize the remuneration for teaching for an hour on all courses.

- **Transport and Communication for the Department**

The department offers services to customers during the official working hours i.e 8:00a.m – 5:00p.m as provided under the LDC Standing Orders. However, the huge volume of work is done outside the official working hours. It offers services at night and over the weekend at the main campus. It also offers services over weekends at several study centres within the country. It conducts internship twice a year i.e for Diploma in Law and Diploma in Human Rights courses. There is no doubt that the department has a huge volume of work that requires movement during day, night and over the weekend. This is necessary if the department is to properly monitor and evaluate its activities. However, the department does not have any means of transport or at the minimum a fuel allocation to enable it perform the above task.

The department does a lot of communication by telephone. This is to coordinate lecturers, upcountry coordinators, students etc. However the department does not

have an allocation of air time. The Head of Department usually uses his personal air time for coordination purposes.

- **Transport for study centres**

We have had a serious problem with transport for upcountry study centres. Though study centres are under the department of Law & CLE, transport is controlled by another department. It is difficult to determine whether lecturers will use the LDC motor vehicle or a hired motor vehicle.

Lecturers have in many cases been kept waiting. Departure has at times been at 6:00p.m or 7:00p.m. Sometimes, lecturers reach their destination between midnight and 3:00a.m. This obviously puts the lives of lecturers at risk.

We have had cases where drivers are under pressure to drive back to LDC because the motor vehicle is needed for other activities. It's not uncommon for a driver to remind a lecturer that the motor vehicle being used is needed for other activities. This makes a lecturer teach while on tension. It also puts the driver on tension.

The responsible officer who was tasked to calculate the Kilometrage for lecturers who may wish to use their personal vehicles needs to do so urgently. This will save a lot since some of the lecturers would wish to travel using their personal vehicles.

It would be better if transport was organized by the department carrying out a particular activity. It's such a department that greatly appreciates the concerns of those participating in its activities.

- **Lack of an Office Assistant**

The department has big volume of work. In most case the Administrative Assistant is overwhelmed by work. There is urgent need to provide the department with an office assistant.



- **Limited Autonomy of the department**

Given the volume of work and the functions of the department, there is need to give it some reasonable measure of autonomy. This will help in the area of innovation and creativity. It will be quick to come up with reforms which will make it more visible. However, presently, the department relies heavily on other departments in order to discharge its functions.

- **Hope and optimism**

There is a lot of hope and optimism that this department has the capacity to fully exploit its potential. With the continued support of the Director and which has always been fully accorded, we are confident that this will be possible.

It will also be possible if the teaching and administrative staff remain very much alive to the statutory core function that is providing legal education. Also, if they appreciate the fact that the primary benefit that accrues to LDC, is changing people's lives through the discharge of its core statutory core function. Other benefits that might accrue to LDC are secondary and incidental to the primary one.

### **5.3 Department of Law Reporting, Research and Law Reform**

The department handles the following:

**High Court Bulletins:**

1. [2013] HCB Published - available at LDC Bookshop.
2. [2014] HCB Final proof-reading.
3. [2012] HCB Volume 2 ready for printing.
4. [2015] HCB Volume – Judgments collected, selected and now ready for digesting.

**Uganda Law Reports**

1. [2010] ULR Volume 1 – Manuscript ready for printing.
2. [2011] ULR Volume 1 – Manuscript ready for printing.
3. [2012] ULR Volume 1 – Manuscript ready for printing.

4. [2013] ULR Volume 1 – final proof-reading completed.
5. [2014] ULR Volume 1 – Under styling and proof-reading.

### **Research and Law Reform**

Under the research and law reform function, the department has carried out the following activities:

- Study to reform the LDC Act of 1970 – field research was completed. A draft study report in progress. A validation workshop to be held early next year to consider the study report and thereafter we develop a Bill which will be forwarded to the line ministry – Ministry of Justice and Constitutional Affairs.
- The Department undertook a study to harmonize the Advocates Act Cap 267 and the Universities and Other Tertiary Institutions Act on the role of the Law Council and the National Council for Higher Education in regulation of legal education in Uganda. To this end, a Concept Note has been drafted and an Issues Paper for consultation with stakeholders is ready. Next year we shall carry out consultations, produce a study report and forward our proposals for reform to the line ministry and JLOS.
- The department, in collaboration with the Judiciary (through the Justice Book Bench Committee set up by the Chief Justice) has completed the Civil Justice Bench Book. The manuscript is ready for printing. Work on the Criminal Justice Bench Book has started.
- The Department has kick-started research on quality of lawyers produced by the Centre. A Research Proposal was developed. Research pre-visits have been conducted in the districts of Kabale, Mbarara, Masaka, Tororo, Gulu and Arua. Full scale consultations start January.
- We have also completed Manuscript for the LDC 2015/16 Students Prospectus.

#### **5.4 Department of Academic Registrar**

The department of the Academic Registrar is established under the current Standing Orders. It commenced operations on 1<sup>st</sup> January, 2015. It is mandated to coordinate and manage the following functions at LDC;

- Management of applications, admissions, registrations and examinations for all courses.
- Coordinating teaching and running of various courses.
- Coordinating students' assessments.
- Organizing graduation functions.
- Handling processing and issuance of academic transcripts and certificates.
- Certifications of academic documents.
- Verifications of academic documents for former students.
- Custodian of key student records.

- **Management of application forms for courses**

The department introduced an application tracking system to ensure that all applicants for the LDC courses access the application forms, pay for these forms as required by the rules and submit them to the department for processing. The table below shows a summary of application forms processed in the period under review.

**Table 1: Application forms processed from January-December, 2015.**

| <b>Course</b>                            | <b>Number of forms</b> | <b>Application fee</b> | <b>Total Revenue</b> |
|--|------------------------|------------------------|----------------------|
| Bar Course                               | 1280                   | 50,000                 | 64,000,000=          |
| Diploma in Law<br>(Day)                  | 403                    | 50,000                 | 20,150,000=          |
| Diploma in Law<br>(Evening)              | 348                    | 50,000                 | 17,400,000=          |
| Diploma in Human<br>Rights               | 38                     | 50,000                 | 1,900,000=           |
| Administrative Law<br>Course (Kampala)   | 366                    | 50,000                 | 18,300,000=          |
| Administrative Law<br>course (Upcountry) | 394                    | 50,000                 | 19,700,000=          |
| Court Bailiffs                           | 92                     | 50,000                 | 4,600,000=           |
| Tailor made course<br>(UNBS)             | 07                     | 50,000                 | 350,000=             |
| <b>Total</b>                             | 2928                   |                        | <b>146,400,000=</b>  |

○ **Admissions and registrations**

The department processes applications for admission to courses at LDC. After processing of the applications, the Academic Registrar convenes a meeting of the Admissions Board to consider lists of applicants. The table below shows admissions and registrations to various courses in the period under review.

**Table2: Admissions and registrations carried out for the period January-December 2015**

| <b>S/N</b> | <b>Course</b>  | <b>Study Period</b>                                      | <b>Admitted</b> | <b>Registered</b> |
|------------|--|--|-----------------|-------------------|
| 1          | <b>Post Graduate Bar Course</b>                          | 2014/2015  | 675             | N/A               |
|            | Second term  |  |                 | 622               |
|            | Fourth term  |  |                 | 622               |
| 2          | Post Graduate Bar Course                                 | 2015/2016  | 435             | 400               |
| 3          | Diploma Human Rights                                     | 2015   | 49              |                   |
| 4          | Diploma In Law   | 2014/2015  |                 |                   |
|            | Final Term (Day)   |  | 371             | 229               |
|            | Final Term (Evening)                                     |  | 312             | 176               |
| 5          | Diploma in Law   | 2015/2016  |                 |                   |
|            | Day  |  | 403             | 292               |
|            | Evening  |  | 348             | 226               |
| 6          | Tailor-made course for UNBS staff                        | 19 <sup>th</sup> January - 20 <sup>th</sup> February     | 7               | 7                 |
| 7          | AOLC – Lira  | 24 <sup>th</sup> January - 19 <sup>th</sup> April, 2015  | 57              | 45                |
| 8          | AOLC – Lira  | 22 <sup>nd</sup> August - 8 <sup>th</sup> November, 2015 | 58              | 42                |
| 9          | AOLC – Kampala (Day)                                     | 13 <sup>th</sup> April -15 <sup>th</sup> May, 2015       | 153             | 110               |
| 10         | AOLC – Kampala (Day)                                     | 24 <sup>th</sup> August-25 <sup>th</sup> September, 2015 | 212             | 163               |
| 11         | AOLC – Kampala (Evening)                                 | 12 <sup>th</sup> October-18 <sup>th</sup> December, 2015 | 101             | 90                |
| 12         | AOLC – Mbale   | 25 <sup>th</sup> April -19 <sup>th</sup> July, 2015      | 43              | 36                |
| 13         | AOLC – Mbale   | 29 <sup>th</sup> August -5 <sup>th</sup> November, 2015  | 44              | 37                |
| 14         | AOLC - Mbarara   | 13 <sup>th</sup> June -30 <sup>th</sup> August, 2015     | 46              | 45                |
| 15         | AOLC – Soroti  | 25 <sup>th</sup> July -1 <sup>th</sup> October, 2015     | 34              | 31                |
| 16         | AOLC – Gulu  | 30 <sup>th</sup> May -15 <sup>th</sup> August, 2015      | 55              | 49                |
| 17         | AOLC - Rukungiri   | 3 <sup>rd</sup> October-20 <sup>th</sup> December, 2015  | 39              | 37                |
| 18         | Court Bailiffs, Auctioneers, Court Clerks and Law Clerks | 22 <sup>nd</sup> February-21 <sup>st</sup> March, 2015   | 43              | 32                |

|    |  |  |      |    |
|----|--|--|------|----|
| 19 | Court Bailiffs, Auctioneers, Court Clerks and Law Clerks | 24 <sup>th</sup> August-25 <sup>th</sup> September, 2015 | 49   | 33 |
| 20 | Pre-entry  | 2015   | 1281 |    |

*Source: Records*

○ **Quality assurance in teaching at LDC**

The Academic Registrar's Department is mandated to coordinate and plan for quality assurance in teaching departments. The department is developing a quality assurance framework to enhance quality assurance mechanisms in teaching and assessment.

○ **Examination management**

The department conducted examinations in various courses offered at LDC. The table below gives a summary of the examinations conducted.

***Table 3: Examinations conducted for the period January-December, 2015***

| <b>*Postgraduate Bar Course</b>             | <b>Examinations Period</b>                   |
|---|--|
| Supplementary/ Special Examinations         | 6 <sup>th</sup> -16 <sup>th</sup> January    |
| Oral Examinations                           | 23 <sup>rd</sup> March-3 <sup>rd</sup> April |
| Compulsory General Subjects                 | 7 <sup>th</sup> -3 <sup>rd</sup> April       |
| Final Term Examinations                     | 17 <sup>th</sup> -21 <sup>st</sup> August    |
| Diploma Human Rights                        |  |
| First Term Examinations                     | 23 <sup>rd</sup> -27 <sup>th</sup> March     |
| Final Term, Special and Supplementary Exams | 7 <sup>th</sup> -11 <sup>th</sup> September  |
| *Diploma in Law                             |  |
| Final Term Examinations                     | 11 <sup>th</sup> -19 <sup>th</sup> June      |
| Tailor-Made Course For UNBS Staff           | 15 <sup>th</sup> -19 <sup>th</sup> February  |
| Administrative Officers' Law Course         |  |
| LDC Study Centre                            | 11 <sup>th</sup> -15 <sup>th</sup> May       |
|   | 21 <sup>st</sup> -25 <sup>th</sup> September |
| Mbale                                       | 11 <sup>th</sup> -15 <sup>th</sup> July      |

|                                      |  |
|--------------------------------------|--|
| Gulu Study Centre                    | 11 <sup>th</sup> -15 <sup>th</sup> August                  |
| Mbarara                              | 26 <sup>th</sup> -30 <sup>th</sup> August                  |
| Soroti                               | 21 <sup>st</sup> -25 <sup>th</sup> July                    |
| Lira                                 | 30 <sup>th</sup> October–8 <sup>th</sup><br>November, 2015 |
| Mbale                                |  |
| Court Bailiff, Law Clerks            | 17 <sup>th</sup> -21 <sup>st</sup> March                   |
|                                      | 21 <sup>st</sup> -26 <sup>th</sup> September               |
| Diploma in Law 2015/2016(First Term) | 30 <sup>th</sup> Nov-4 <sup>th</sup> December              |
| Bar Course 2015/2016                 | 14-18 Dec 2015   |
| ADMIN Course Evening                 | 14-18 Dec 2015   |

○ **Marking of examinations**

The department coordinates marking of examinations. The written examinations for various courses were marked and results and scripts submitted. The department appreciates the Director's support in ensuring that retreat marking is conducted. Marking of the examination scripts for the Bar Course Final examinations 2014/2015, academic year was conducted at a retreat marking in Jinja. Internal examiners completed marking within eight (8) days. External examiners moderated the scripts at the retreat and results were processed as planned.

○ **Verification of students' scripts**

The department coordinates verification of examination scripts. During the period under review, verification exercises were conducted successfully. The Verification Committee is now fully staffed with committed professional members.

○ **Organizing Graduation functions**

The department organized a graduation ceremony that took place on 30<sup>th</sup> April, 2015. Over 900 candidates graduated with diplomas and certificates.

This colorful ceremony was the first to be organized by the department. Graduates were issued with their academic transcripts and certificates. The department got support from various staff especially the Director and the organizing committee.

○ **Certification of academic documents**

The department receives requests from former students (alumni) in relation to certifications. We ensure that all requests for certification are handled within two hours from the time of receipt. Every student pays 10,000 per copy to be certified. The money is paid cash in the accounts office, Finance department.

The Academic Registrar has streamlined the certification process to include recording of every certified copy. Effective 24<sup>th</sup> August, 2015, every request to certify has to be recorded in a book. This is done in order to track this activity. The table below shows the number of copies certified since the process was streamlined.

***Table 4: Certified copies of academic transcripts and certificates from 24<sup>th</sup> August 2015 to 10<sup>th</sup> December, 2015***

| <b>No. of certified copies</b> | <b>Fee per copy</b> | <b>Total revenue</b>  |
|--------------------------------|---------------------|---|
| 385                            | 10,000              | 3,850,000=  |
| Total                          |                     | 3,850,000=Three million, eight hundred fifty thousand shillings |

○ **Verifications of academic documents for former students**

The department receives requests from various organizations in relation to verifying academic transcripts and certificates awarded by LDC to its



former students. Most requests of this nature come from public as well as private institutions. The department at times receives bulky requests so much so that work has to come to a standstill while handling these requests. Perhaps LDC could introduce a verification fee just like it is done in other organizations.

- **Management of up country study centres**

Since January 2015, the department has coordinated management of study centres in Mbale, Lira, Gulu, Mbarara, Soroti, and Rukungiri. There were plans to conduct courses in Hoima and Fort Portal but the applicants were few as LDC did not have funds to advertise the courses. In the centres where radio advertisements and radio talk shows were made, many people applied for the Administrative Officers Law Course. We managed to conduct more than one course per study centre.

The department in coordination with the Head, Department of Law and Continuing Legal Education (CLE) successfully managed study centres during the period under review. The department appreciates support of the Director in ensuring that staff are facilitated to conduct courses upcountry. We also appreciate the tireless efforts by the Head Department of Law and CLE.

- **Marketing of courses**

During the period under review, the department undertook marketing of courses at LDC. This was done in collaboration with the Department of Law and CLE with support from the Director. We held several radio talk shows in various regions such as Gulu (Mega FM), Soroti (Radio Etop), Mbale (Open gate FM), Mbarara (Radio West), Lira (Voice of Lango). Several radio announcements were aired on these radios. Consequently, we were able to conduct at least two courses in most of these centres where marketing was done.

- **Poor working environment**

The department of the Academic Registrar occupies some of the worst offices at LDC with leaking roofs. Quite often the Academic Registrar

operates in corridors on second floor especially during rainy days. All corners of the ceiling in the Registrar's office leak. The leakage has caused substantial damage to student's records, office computers and furniture.

The department has a strong room where key academic records of students are kept. Academic records for all students who have attended a course at LDC such as transcripts and students' results sheets are kept in this room which is also leaking.

Another leaking office is that of the Assistant Academic Registrar in charge of examinations. This office is also used as a store for the current examination documents such as scripts and mark sheets. There is a lot of damage being caused by leaking roofs.

○ **Future plans in the Academic Registrar's department**

The department plans to:-

- Develop a quality assurance framework for admissions and examinations
- Work with teaching departments to introduce more marketable courses
- Digitize all key records
- Coordinate with teaching departments and office of the Director to open more study centres for short courses
- Develop a model to guide LDC in decentralization of the Bar Course and Diploma courses
- Computerize all operations

**Conclusion**

The department is proud of its successes realized since January 2015. The department appreciates the support from the Director and cooperation from various colleagues in various departments. We need further support and cooperation in order to neutralize the remaining challenges.

## **5.5 Library Department**

The Library exists to facilitate the academic, law reporting and research functions of the Centre by availing an assortment of relevant legal materials in both print and electronic formats.

### **Objectives:**

- To acquire legal information materials in both hard and soft copies from local and international sources.
- To electronically process, store, retrieve and make accessible up to date legal information and the accompanying support services, e.g. photocopying, scanning, binding. Etc.
- To provide a conducive environment for reading and research by using the appropriate as well as functional equipment, furniture and buildings.

### **Departmental Activities:**

#### **Reading and Study**

The Library facilitated reading and study for the following categories of users:

- Postgraduate Bar Course students.
- Diploma in Law Course students (on day and evening programmes).
- Diploma in Human Rights students.
- Students from other institutions.
- Students on the Short Law Courses.
- Lawyers, Advocates, Judges and Civil servants.

#### **Reference Services:**

The Library staff were involved in helping and guiding library clients in accessing the relevant reading and reference materials.

#### **Lending Services:**

These services were extended to lecturers and administrative staff.

Acquisition and processing of new materials e.g Laws of Uganda, Text books, Cases, Law Reports and indexing them:

- 49 textbooks on various subjects in law were procured.
- 38 law reports were procured.
- Procured and stocked 2015 laws of Uganda.
- Subscription to the Online Lexis Library (Law reports).

**Key developments:**

Digitalization of unreported cases from the 1060's to date commenced.

**Updating Laws:**

This activity involved indicating all the changes (i.e repeals, amendments) in the Laws of Uganda.

**Library Income:**

The Library continued to charge its services to outsiders at the following rates:

- Library use – single visit - Shs. 5,000/= (students).  
- Shs. 100,000/= (non students).
- Library use – Annual - Shs. 100,000/= (students).  
- Shs. 150,000/= (non students).

The department earned approximately **UGX 2,432,000/=** (Two million four hundred thirty two thousand shilling only) from outside user fees and subscriptions.

**Conclusion**

The Library continues to be overwhelmed by the number of users with serious constraints when it comes to reading space and materials. Increased use of electronic resources is required as well as a more spacious functional library building.

## **6.0 Overall performance of the Centre**

In the year 2015, the Centre made some achievements, experienced constraints and laid future strategies as outlined below:

### **6.1 Achievements**

- The number of computers in Computer lab and library increased from 30 to 60 as an intervention to develop ICT services at the Centre thereby reducing the ratio of computers to students to 1:13.
- Wireless access points have been increased from 3 to 6 thereby widening network coverage.
- The process of installing Moodle (online learning platform) has completed and waiting launching
- A 3mbps fibre link for orange Uganda has been installed to LDC premises. This has increased the speed of internet connectivity.
- Digitalization of cases in the Library is complete. All cases have been uploaded and students can access cases online.
- Integrated Management Information System (IMIS) has been installed and is operational in the Finance department and the Academic Registrar's office. This has enhanced management of student finances and academic records.
- Construction of the Auditorium is ongoing and completion is expected by the end of July.
- All firm/ lecture rooms have been renovated.
- The Centre successfully conducted and completed on schedule all the major courses.
- Supplemented government subvention with funds generated internally mainly from course fees.
- The Legal Aid Clinic made significant progress in fulfilling its objectives.
- Recruited staff under phase II of restructuring.
- Acquired more modern equipment and assets.
- Repaired and maintained its property.

- Continued with computerization of its operations.
- Continued with construction of the Auditorium which will accommodate over 1000 students.

## **6.2 Constraints**

- Inadequate office and teaching space.
- Securing LDC land compulsorily acquired by government and disposing off unviable land.
- Inadequate physical facilities.

## **6.3 Future strategies**

The Centre plans to undertake the following:

- Undertake human resource training and development.
- Increase its capacity to generate income.
- Diversify and improve on courses offered.
- Increase student intake especially on short law courses and diploma courses and maintain academic and professional standards.
- Develop its land.
- Continue the computerization process of Centre operations and establishment of information technology systems.
- Undertake research on various social, economic and topical legal issues.
- Adequately stock the Library to boost the user book ratio.
- Solicit for funds to support the Legal Aid Clinic and the LDC Publishers.
- Carry out curricula review.
- Embark on the process of revising the Law Development Centre Act.
- Digitalize the admission process and start online publications of Uganda Law Reports.

## **7.0 Conclusion**

The Centre continued to carry out its statutory functions despite the major constraints of inadequate funding and physical facilities.

The Centre appeals to government to increase its funding to the institution to support its activities as the Centre also strives to devise ways and means of increasing its capacity to generate sustainable revenue.

**1. MEMBERSHIP OF THE MANAGEMENT COMMITTEE**

|   |   |                             |
|---|---|-----------------------------|
| Hon. Lady Justice Stella Arach-Amoko J.S.C.   | - | Chairperson                 |
| Dr. Pamela Tibihikirra-Kalyegira,<br>Director, Quality Assurance & Accreditation,<br>National Council for Higher Education, | - | Member                      |
| Mr. James Mukasa Sebugenyi, Advocate,   | - | Member                      |
| Mr. Edgar Agaba, Advocate,  | - | Member                      |
| Mr. Denis Bireije, representing the Solicitor General,<br>Ministry of Justice and Constitutional Affairs                    | - | Ex-officio member           |
| Mr. Kakula-Khirome S., representing the Permanent Secretary,<br>Ministry of Education, Science, Technology and Sports       | - | Ex-officio member           |
| Dr. Damalie Naggita-Musoke Dean, School of Law,<br>Makerere University  | - | Ex-officio member           |
| Mr. Frank Nigel Othembi, Director, LDC.   | - | Ex-officio member           |
| Mrs. Joyce Werikhe, Secretary<br>/Head Human Resource and Administration  | - | Secretary to the<br>Meeting |

**2. SENIOR ADMINISTRATIVE MEMBERS OF STAFF**

|                            |   |   |
|----------------------------|---|---|
| 1. Mr. Frank Nigel Othembi | - | Director  |
| 2. Ms. Nakachwa Florence   | - | Deputy Director   |
| 3. Mrs. Joyce Werikhe      | - | Secretary/Head Human Resource and<br>Administration.      |
| 4. Mrs. Joy Badebye        | - | Head Finance and Planning.                                |
| 5. Mr. Mubiru Stephen      | - | Head Postgraduate Legal Studies and<br>Legal Aid.         |
| 6. Mr. Ngabirano P.B       | - | Head Department of Law and<br>Continuing Legal Education. |



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|-----|-----------------------------|---|--|
| 7.  | Mr. Bakunzi Didas Mufasha   | - | Head, Dept. of Law Reporting, Research and Law Reform. |
| 8.  | Mr. Semugabi Joseph         | - | Head Library Department.                               |
| 9.  | Mr. Turyahikayo Everest     | - | Academic Registrar.                                    |
| 10. | Mr. Lukyamuzi Hamis D.      | - | Administration Manager.                                |
| 11. | Mr. Behangana Prinari       | - | Human Resource Manager.                                |
| 12. | Mrs. Anne Nabulime Kayongo- |   | Manager LDC Publishers.                                |
| 13. | Ms. Wandera Ntende Agnes    | - | LAC Manager.   |
| 14. | Mr. Eyena Andrew            | - | Human Resource Officer.                                |
| 15. | Ms. Aber Harriet            | - | Procurement and Disposal Officer.                      |
| 16. | Ms. Namutamba Doreen        | - | Estates Officer.                                       |
| 17. | Ms. Logose Betty            | - | Ag. Internal Audit.                                    |
| 18. | Ms. Mariam Namukasa         | - | Systems Administrator.                                 |
| 19. | Ms. Nabirye Susan           | - | Senior Legal Officer                                   |
| 20. | Mr. Edward Kyewalyanga      | - | Program Officer  |
| 21. | Ms. Allen Agatha Kabahenda  | - | Legal Officer  |
| 22. | Ms. Nancy Masendi           | - | Legal Officer  |
| 23. | Mr. Nyanzi Geoffrey         | - | Accountant.  |
| 24. | Ms. Kaija Imelda            | - | Accountant.  |

### 3. TEACHING STAFF

- **FULL TIME:**
  1. Mr. E. Kkaaya
  2. Mr. P.B. Ngabirano
  3. Mr. S. Mubiru
  4. Mrs. A.K. Mutabingwa
  5. Mr. S.H. Wambuga
  6. Dr. D.H. Musoke
  7. Mr. N. Bulamu-Mayanja
  8. Mr. Roscoe Sozi

9. Ms. Busingye Sylvia Mbabazi
10. Mr. Mooli Albert Sibuta

- **PART-TIME:**

1. Ms. Lydia Nabiryo
2. Ms. Joanita Bushara
3. Mr. Kaboggoza Musoke P.M.
4. Mr. Sekaana Musa
5. Mr. Edward Ocen
6. Mr. Gimara Francis
7. Mr. A. Ntwali
8. Ms. Edroma Enid
9. Mr. Kakuru Martin
10. Mr. Mbalinda Nuwagaba Tom
11. Ms. Tirisa C. Bonareri
12. Mr. Sayekwo G. Emmy
13. Mr. Samuel Ejoku Oonyu
14. Mr. James Bagonza Amooti
15. Mr. Nyonyintono Asuman
16. Ms. Patricia Nyangoma
17. Mr. Okong Donman Innocent
18. Mr. Joseph Henry Kunya
19. Mr. George Okello
20. Ms. Harriet Nabankema
21. Ms. Achieng Miriam
22. Ms. Diana Doris Akiidi - M'bingham
23. Mr. Paul Mukiibi
24. Mr. Chris John Bakiza
25. Ms. Linda Alinda Ikanza

26. Ms. Norah Matovu Winyi
27. Ms. Patricia Okumu-Ringa
28. Mr. Isaac Walukagga
29. Ms. Jane Bitek Langoya Fcis
30. Mr. Ssemwanga Frederick
31. Mr. Olaki Pious
32. Ms. Ginamia Melody Ngwatu
33. Ms. Ssali Emma N.
34. Mr. Robert Mackay
35. Mr. Bernard Olok
36. Ms. Olivia Kyarimpa Matovu