



# **LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY**

**COMMEMORATING 20 YEARS OF LEGAL AID  
SERVICE PROVISION IN UGANDA.**

**ANNUAL REPORT 2011**





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## LIST OF ACRONYMS

ADR	Alternative Dispute Resolution
ASF	Advocats Sans Frontieres
CBA	Canadian Bar Association
CBO	Community Based Organization
CIDA	Canadian International Development Agency
CLE	Continuing Legal Education
DANIDA	Danish Agency for International Development
DGF	Democratic Governance Facility.
DPP	Director of Public Prosecution
EACJ	East African Court of Justice
FHRI	Foundation for Human Rights Initiative
FIDA-U	Federation of Women lawyers in Uganda
ICJ	International Court of Justice
ICRC	International Committee of the Red Cross
IDP	Internally Displaced Person
JLOS	Justice, Law & Order Sector
LABF	Legal Aid Basket Fund
LAP	Legal Aid Project
LAPSNET	Legal Aid Service Provider's Network
NBA	Norwegian Bar Association
NGO	Non Governmental Organization
NLAP	National Legal Aid Policy
NORAD	Norwegian Development Agency
NWG	National Working Group
O.C	Officer in Charge
PAS	Paralegal Advisory Services
RAG	Regional Advisory Group
SAJEA	Strengthening Access to Justice in East Africa
TIA	Trial on Indictment Act
UBC	Uganda Broadcasting Corporation
ULS	Uganda Law Society.
UNWG	Uganda National Working Group
UPDF	Uganda Peoples Defence Forces
UHRC	Uganda Human Rights Commission



Stephen Musisi  
ULS Vice President  
and Chairperson  
LAP



The tremendous achievement attained was made possible by the existing partnership with and invaluable support from our major donor NORAD/NBA for which we are forever grateful.



## FOREWORD BY THE CHAIRPERSON LAP

I have the honour to present to you the report of the Legal Aid Project of the Uganda Law Society for the year ended 31st December 2011. This report highlights the achievements made as well as the challenges and opportunities.

The year marked the beginning of the implementation of the Strategic Plan 2011-2015 which guides the project in setting realistic and tangible targets in order to ensure our vision of *“making access to justice a reality for the poor”* is achieved.

LAP has maintained 7 regional clinics .i.e Gulu, Masindi, Kabarole, Kabale, Jinja, Luzira and at the Head Office Kampala, under which the project continues to provide a wide range of legal aid services to indigent men, women and children, including legal counsel, legal representation in courts of law, legal outreach and human rights awareness workshops across the country. The Legal and Human Rights awareness programmes have increased people’s knowledge of their rights and enhanced their capacity and willingness to demand for accountability from both the state and other perpetrators of human rights abuse.

### Among the achievements registered in the year under review are;

- A) ULS/LAP Strategic Plan. This year ULS/LAP successfully developed and started the implementation of the new Strategic Plan 2011-2015 which will guide the institution. The priority areas the project will focus on include the following
  - P1: Provide legal aid through the Legal Aid Project and pro bono services,
  - P2: Encourage and promote ADR,
  - P3: Promote rights awareness through information sharing and publications.
  - P8: Contribute to law making and law reform processes
  - P9: Conduct public interest interventions
  - P10: Conduct legal research and publication.
- B) Increased number of clients served; this year was a remarkable success as we registered tremendous increase in the number of clients served in all the programs that we are running. A total number of **11742** clients benefitted from our services as compared to **9500** targeted. Out of the total number of cases registered, **693** cases were successfully concluded with **458** cases concluded in courts and **235** concluded using ADR in office.
- C) Community outreach remained key to the project as this has enhanced the capacity of various communities reached to demand for respect for human rights, rule of law and accountability. Through this activity the project was able to sensitize over **3,500** people. The project also built capacity for the Local Council Courts in the 7 districts of Masindi, Hoima, Kibale, Bulisa, Mukono where **320** Local Council Leaders were trained in the application of Local Council Courts Act, domestic violence, land rights, children rights, succession issues and marriage and divorce. This has registered tremendous improvement in the judgments being delivered by these courts and subsequently a substantial decrease of appeal cases resulting from these decisions has been realized.

- D) The Pro-bono Project, which is a partnership of the Uganda Law Society and Law Council geared at endearing the legal profession to the practice of pro-bono, has also registered tremendous success in the year under review. The project life supported by DGF (formerly DANIDA) has been extended to July 2012. The project managed to register **259** new cases and allocated them to advocates. The project has registered **908** cases out of which **71** cases were concluded. The number of lawyers handling pro-bono cases has also increased from **460** in 2010 to **637**. The project has further been rolled out nationally and it is hoped that by the end of the year 2012, all advocates will be under the scheme which will increase access to justice for the poor, marginalized and vulnerable.
- E) This year LAP entered into a working partnership with Uganda Human Rights Commission under the peace building project that is funded by UNDP and being implemented in the greater Northern Uganda. Under this project, over **160** community-based leaders were trained as paralegals and equipped with skills in resolving the most prevalent issues namely land conflicts, ADR, succession matters and domestic violence.
- F) We maintained our partnership with the Canadian Bar Association (CBA) who through CIDA, have funded the SAJEA program which is "Strengthening Access to Justice in Eastern Africa (SAJEA). CBA continued to offer both technical and financial support. This program is hosted by Uganda Law Society but works through collaboration with other stakeholders in a network known as the Uganda National Working Group (UNWG) chaired by the Judiciary to reach out to the most vulnerable and remote areas of Uganda; Bundibugyo and Katakwi. This has provided legal and human empowerment intervention.

The programme realized quite a number of achievements such as; training of over **79** community-based paralegals in the districts of Bundibugyo and Katakwi, development and dissemination of over **8000** information education and communication (IEC) materials in both local languages and English, distribution of **78** bicycles to these trained paralegals to facilitate their work and **4** motorcycles.

The tremendous achievement attained was made possible by the existing partnership with and invaluable support from our major donor **NORAD/NBA** for which we are forever grateful. We are also grateful to DGF for the tremendous support they have offered towards the running of the pro-bono program, CBA/CIDA for the SAJEA program, UNDP and UHRC for supporting the peace building program and JLOS.

The above achievements have not been without challenges. Some of these challenges have been as a result of our own success. For example the demand for our services is growing higher as we sensitize the communities exceeding our human and financial capacity to respond and as such there is need not only to open up new clinics, but also to revamp and fully facilitate the existing ones to meet the challenges. The increased staff turnover affected our operations. We realize that we were not so competitive in terms of remuneration and this has made it difficult for us to retain staff.

Finally, I want to take this opportunity to thank NORAD and the Norwegian Bar Association (NBA) for the tremendous support they have continued to render to the people of Uganda through the Legal Aid Project. I would also like to thank fellow members of the Executive Council, the Council Committee on Legal Aid, and the management and staff of Uganda Law Society/Legal Aid Project, who have worked tirelessly to ensure that we achieve our set objectives. Further gratitude goes to our stakeholders in the Justice Sector and the rest of CSOs who have continued to partner and network with us throughout the year .

Thank you.

**Stephen Musisi**

**ULS Vice President and Chairperson LAP**



Grace Babihuga  
Nuwagaba  
Executive Director



This year LAP will be celebrating 20 years of service in legal aid service provision in Uganda. This could not have been possible without the enormous support from the NBA/NORAD who have given us support for the last 20 years and have committed themselves for more years to come.



From the Executive Director's desk.

The impact and aftermath of the global financial crisis on the world economy remains very much with us, with every sector of economic life still feeling the effects. Much of the time of the legal profession will be exercised at the centers of economic power, but our profession also needs to recognize even more fully its responsibility for helping where there is hardship. People in Uganda were also hit by the financial crisis, and our efforts to support and contribute to the infrastructure of justice had to increase. Legal Aid, pro-Bono work, access to justice and the respect and honor of people's rights were and continue to be the core purpose of our business.

This year LAP will be celebrating 20 years of service in legal aid service provision in Uganda. This could not have been possible without the enormous support from the NBA/NORAD who have given us support for the last twenty years and have committed themselves for more years to come. With the ULS/LAP Strategic Plan 2011-2015, the Legal Aid Project will be guided to continue to grow from strength to strength.

In 2011, the project registered a tremendous increase in the number of clients served in all the programs it is running. A total of 11,742 clients benefitted from our services as compared to 95,000 targeted. Out of the total number of cases registered, 693 cases were successfully concluded with 458 cases concluded in courts and 235 concluded using ADR in office.

More success has been in our decongestion program in the clinics of Luzira, Kabale and Masindi which has had tremendous impact on the lives and the plight of individual inmates who have been supported. The inmates continue to be a vulnerable and deserving group for legal aid, and yet are unable to physically seek the services of the project or practicing advocates.

In the just concluded year, emphasis was put on community sensitization activities in form of trainings, preparation and dissemination of simple legal education materials (IEC materials) and media campaigns especially in the Northern, Central, and Eastern parts of Uganda. The aim was to help the ordinary citizen know, appreciate and understand simple aspects of the law. We have seen these efforts empower the indigent, and vulnerable groups we represent, and positively enhance knowledge of their rights and capacity to apply this knowledge in demanding for their rights and accessing justice.

Another highlight for us was the national roll-out of the Pro-bono Scheme / Program, which was made possible with the generous support of the DGF. This saw more Advocates registering under the scheme and availing themselves to take on cases on Pro-Bono, leading to a higher number of cases completed. To this we are grateful to the donors for this support, as well as our members who have made best use of their skills, resources, time and energy to share with those who will most benefit from it. Getting involved in pro bono and community work also provides lawyers with a valuable opportunity for personal development.

LAP continues to advocate for pro-poor policies and legislations in partnership with like-minded organizations. Currently the project is among key organizations advocating for a policy and legal framework for the provision of legal aid that is intended to set parameters for the legal aid service provision in Uganda and move the government to consider access to justice and legal aid as a priority area in improving lives of its people.

It's also important to note that the project underwent two successful external Evaluations from its donors- one by NORAD and another by the NBA. The reports from these evaluations revealed the impact of the project in Uganda, as a result of the partnership with the NBA. It also pointed out the direction the project should focus.

In order to improve on the quality of service and with support from JLOS, LAP developed a Clients Charter to guide the project in the way it delivered its services.

We are proud of our achievements during 2011, and the progress we have made, but the journey continues. Key challenges we need to face head-on in 2012 include contributing to a comprehensive policy and legal framework for legal aid service provision in Uganda; finding strategies for successful implementation with the rising costs of service delivery, an ever growing demand for legal aid services from the public and cuts in donor support to the project; and improvising mechanisms to mitigate case backlog.

I wish to take this opportunity to thank the ULS Executive Council and the Legal Aid and Pro-Bono Committee for their commitment and dedication to their role in ensuring that the project continued in 2011 to be effective in what is a particularly important function. A considerable thanks is due also to NORAD, the NBA, DGF and JLOS for the support provided during the year. I am confident that we have delivered effectively on our mandate.

I would also like to express my appreciation of the Management and staff of the Legal Aid Project who worked in a committed and professional manner in 2011 to help ensure that the Project continued to provide essential legal services to those most at need in our society.

I warmly invite you to learn a little more about the project activities by reading this Annual Report which provides more detailed information on all of the items I have mentioned above, and it also provides information on how the Legal Aid Project has performed against strategic objectives.

Thank You

Grace Babihuga Nuwagaba  
Executive Director.



## ABOUT THE LEGAL AID PROJECT.

The Legal Aid Project is a Non Government Organization which was established in 1992 by the Uganda Law Society under the Trustees Incorporation Act and Non Government Organization Act. LAP is governed by the LAP Committee which is the policy making body of the organization. Members of the Committee are elected by the Law Society Council following every Annual General Assembly.

### During the period of reporting, the members of the Legal Aid & Pro-bono Committee were the following:-

- |                      |                                      |
|----------------------|--------------------------------------|
| • Stephen Musisi     | ULS VP & Chairperson LAP Committee   |
| • James Sebugenyi    | President, ULS/LAP, Member           |
| • Harriet Magala     | Treasurer, ULS/LAP, Member           |
| • Robina Namusisi    | Member                               |
| • Musa Mudozi        | Member                               |
| • Namakula Valentine | Member                               |
| • Grace B. Nuwagaba  | Executive Director LAP / ULS         |
| • Besigye Aaron      | Head Legal Aid and Pro-bono Services |

The Legal Aid and Probono Committee reports to the Executive Council of the Uganda Law Society, and oversees a multi-disciplinary management and technical staff numbering 52 out of which 47 are fulltime staff and 5 temporary.

#### 1. LAP Vision

The project aspires to see a Ugandan society where all human rights are respected, promoted and defended to ensure that access to justice for all is a reality irrespective of gender, age, ethnicity, religion or socio-economic status.

#### 2. LAP Mission

To become a leading provider of legal services of choice in order to ensure access to justice for the poor and vulnerable people so as to promote the socio-economic development of Uganda.

#### 3. LAP Goal

To contribute to the rule of law and good governance in order to achieve social development.

#### 4. LAP Values

- Equality of all persons before the law
- Passion for justice
- Respect for human dignity
- Accountability
- Integrity
- Service excellence
- Efficiency and effectiveness

## 5. LAP Strategic objectives

- To provide high quality legal aid services to indigent men, women and children
- To promote the respect for rights and the rule of law in Uganda
- To lobby and advocate for legislation and policies which act in favour of the poor at national, district and lower levels.
- To develop and strengthen management systems as well as the general organizational development of LAP
- To strengthen the governance of LAP in order to ensure good strategic leadership and direction by the Board of Trustees of the Legal Aid Project
- To build mechanisms and aggressively mobilize resources to ensure financial sustainability of Legal Aid services in Uganda

## PROGRESS TOWARDS FULFILLMENT OF THE STRATEGIC OBJECTIVES

### Development of the 2011-2015 LAP/ULS Strategic Plan

This year we started the implementation of the new Strategic Plan 2011-2015 which will guide the institution.

The project had to readjust its work plan midyear in order to re align it with the New Strategic Plan. This created a slight shift in terms of planned activities and the budget as well.



Council and Management finalizing the ULS/LAP Strategic Plan 2011-2015



## Project Management and Implementation

The Project, through its seven clinics of Kampala, Luzira, Masindi, Gulu, Kabarole, Jinja and Kabale, continued to render legal aid and advisory services to its clients, specifically indigent men, women and children.

The overall direction and management of the Project was provided by the Executive Director, while the Head Legal Aid & Pro-bono Services is the administrative / program Head of the Project.

The day-to-day project activity implementation was carried out by 16 lawyers, 7 paralegals, 7 Law clerks, 2 Accounts staff, 7 Administrative Assistants and 7 Project drivers. The Project has also been supported in its activities by the Policy Advocacy and Research and the Information, Communication and Technology departments of the Uganda Law Society.

## 2011 PROJECT PERFORMANCE HIGHLIGHTS

Provision of Legal Aid and Advisory Support Services.

In pursuance of its mandate and with emphasis to quality service provision, the Project handled a variety of cases which include; land and property disputes; employment/labour claims; administration of estates; domestic/marital problems; maintenance/custody matters and those that fall under the ambit of general civil or criminal claims.

During the year under review, the Project reached out to a total of 11742 Clients, by offering legal advice, court representation, prison visits, community outreach and paralegal trainings and follow ups. Out of the total number of clients served, 5562 were handled through court representation and ADR against a target of at least 4000 indigent people with at least 380 cases being resolved. The Projects also attended to 400 clients through ADR methods and of the 400 cases, the project resolved 235 cases through ADR.

Legal and advisory support remained the core activity of the Project, utilizing the higher percentage of its resources in terms of time and finances as litigation is costly and requires retention of skilled advocates. The alternative is ADR as it is quicker and promotes reconciliation especially from post-conflict resolution between the parties.

## Decongestion Program

Prisoners have for long been identified as a vulnerable and deserving group for legal aid, and yet are unable to physically seek the services of the Project or practicing Advocates. The prisons outreach programme therefore continued to be a source of hope to such persons and was undertaken by the Project in mainly the legal aid clinics of Luzira, Masindi and Kabale through the paralegals. The outreach included daily visits from the clinics in these areas; information and counseling on prisoners' rights and legal defense techniques; establishing linkages between the prisoners and their relatives for purposes of bail applications, as well as legal representations in court by Project Advocates and private lawyers on pro-bono basis.

Further, under this programme, sensitisation sessions on criminal trials in magistrate's court and defense



LAP Advocate Amooti representing juveniles at Naguru remand home during one of the decongestion program sessions.

techniques; right to bail and the procedure for a bail application, appeal process, were conducted during the year through prison visits.

In all 112 prisons, visits were conducted by the clinics of Luzira, Masindi and Kabale which consequently benefited prisoners through offering legal advice, sensitisation on procedure and court representation of the identified inmates.

Through court representation of the prisoners, a total of 46 prisoners were granted bail and 12 were denied. 1869 inmates were represented during trial with 178 being successfully concluded. 112 were acquittals and 66 were convictions.

### **Information, Education and Communication**

Another key activity undertaken was a programme to inform and educate the public on substantive and procedural human and legal rights issues with an intention of empowering them to demand respect for and accountability for their rights. This involved media campaigns, community sensitization workshops; community-based paralegal trainings; as well as production and dissemination of simplified information materials on human and legal rights in form of fliers, posters, and booklets.

### **Community sensitizations and training**

During the reporting period, a number of trainings were undertaken by the 7 clinics through facilitating workshops and undertaking community sensitizations. The topics covered during these sessions include; human rights issues, children's rights, land rights and procedures in land transactions, criminal justice systems, marriage and divorce, domestic violence and generally basics of the law, and conflict resolution.

These trainings benefitted participants including; community leaders, community legal volunteers, teachers and local community residents. In total 3784 clients were sensitized.



Local leaders training in Masindi clinic



Community session held by Kabale clinic

## Media Campaigns

During the reporting period, we continued our partnership with UBC on both red (English) and blue channels (Runyakitara) where 46 radio talk shows were held mainly in the Central, Western Northern and Eastern regions of Uganda on Local FM stations. These talk shows were conducted through partnership organisations and facilitated by LAP staff among other Legal Aid Service provision organisations.

The talk shows basically addressed topics like; children's rights, corruption, land transactions and land rights, trial procedure in both civil and criminal matters and LAP activities and services.

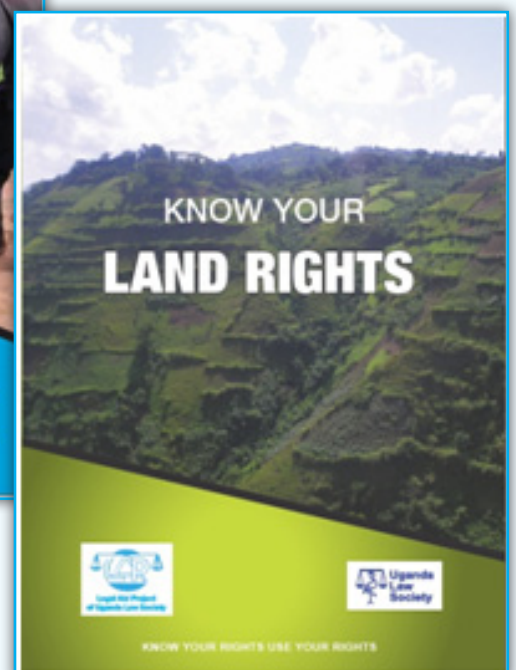
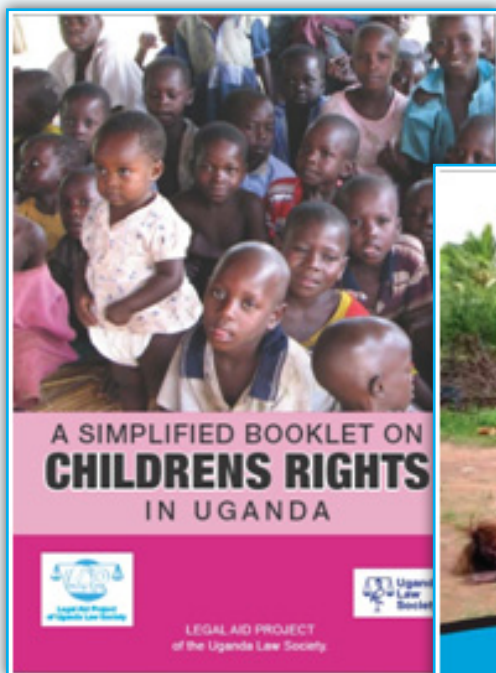


Head LAP and members of SAJEA working group in one of the radio talk shows in Kabarole

## Production and dissemination of IEC materials.

Under this activity LAP continued to inform and educate the public on substantive and procedural human and legal rights (procedure) issues with a view to empower them to demand respect for and accountability for their rights. This involved the production and dissemination of simplified information materials on human and legal rights in form of fliers, posters and booklets. This has been carried out in all the 7 clinics. The following materials were produced and dissemination is still ongoing.

- I. 8000 simplified booklets on land rights in English
- II. 8000 booklets on domestic violence in English
- III. 8000 booklets on children rights and juvenile justice system
- IV. 1500 posters on domestic violence.
- V. 1000 brochures on land issues
- VI. 4000 simplified booklets on land rights in Luo.
- VII. 4000 booklets on domestic violence in Luo
- VIII. 3000 booklets in Luo on children rights and juvenile justice system.
- IX. 1500 posters in Luo on domestic violence.



## Training of Community Paralegals

In the reporting year over 400 community leaders, opinion leaders, traditional leaders and community based volunteers were identified and mobilized for volunteer services and these have been trained in order to bridge the gap of few or no legal services at all.

## Research and Publication

The project simplified three basic booklets and translated them into three local languages. The Land Act, the Children Act and the Domestic Violence Act were simplified and these simplified versions were translated in Runyankore Rukiga, Runyoro Rutoro Rukonjo, Luo and Ateso. These formed the basic tools for our community outreach programs.

In partnership with PLAN Uganda a review of the legal, policy and institutional framework relating to violence against children in schools was conducted and the final report was presented for validation. This research will be used in the policy formulation and review of the ongoing Childrens Act and other legislations on which the project has embarked on. Some of the key recommendations this study calls for include;

- I. A comprehensive review of all legislation related to abuse, exploitation and violence against children in all settings, the formulation of regulations to provide for a harmonized approach to violence against children in schools in accordance with national, regional and international standards. The review should be integrated under the ongoing review of the Children's Act by the Law Reform Commission.
- II. Formulation of a coherent, unified multi-sectoral policy and strategy against violence in schools- the strategy should address all aspects of prevention, response and rehabilitation of victims of violence.
- III. Institutional Framework: This calls for reforms in the institutional governance framework to match government commitment to protect children from abuse, neglect and violence in school settings. The governance framework should take into account the tripartite partnership of the State functionaries; schools and parents with children participation and best interests as primary drivers for the institutional reforms.
- IV. Oversight institutions and mechanisms: Institutions responsible for the oversight function are as numerous both, within educational institutions and at the national level. There are limited degrees of cohesion – the nucleus institutions- National Council for Children; Uganda Human Rights Commission and the Ministry of Education and Sports demonstrate limited degrees of cohesion. There is no express legal requirement for higher level Local Governments (District Education Officers) to produce annual district state of children report including violence against children in schools. The linkages are weak at all levels- and weakest between local government and the national levels. The Committee on the Rights of the Child recommended the establishment of an independent children's ombudsman to specifically address violence against children in all settings.
- V. Voice of Children: Rights Awareness and Children Empowerment. There is need to strengthen awareness on children's rights and on the existence of child protection structures through massive sensitization of the parents, teachers and the children. This can be done through explicit awareness-raising campaigns to ensure that alternative forms of discipline are used, in a manner consistent with child's human dignity and in conformity with the convention on the Rights of the Child. Children's

organizations and child-led initiatives to address violence, guided by the best interests of the child, should be supported and encouraged.

## **PUBLIC INTEREST LITIGATION.**

LAP continued to pursue the cases of civilians tried in the court martial. A process which was in gross contempt of the ruling in Constitutional Petition No 18 of 2005 and Constitutional Appeal SCCA No. 1 of 2006 between the AG and the Uganda Law Society a petition in which the Supreme Court ruled inter alia; that the trial of civilians by a Military Court Martial is unconstitutional as it contravenes Article 22(1), 28(1) and 126(1), 120 (1), (3) (B) & (C) and 210 of the 1995 Constitution of the Republic of Uganda. Through engagement with other stakeholders, we are happy to note that the army leadership has agreed to return all those cases to the civilian courts.

Despite this development we have maintained their appeal cases just in case the army leadership delays and or fails to implement the above position.

## **STRENGTHENING ACCESS TO JUSTICE PROGRAM (SAJEA).**

The above programme is undertaken by the Uganda National Working Group under the Strengthening Access to Justice in East Africa (SAJEA), it brings together the various actors in access to justice, to coordinate and corroborate in service provision through building synergies in selected areas of service delivery. This is done with an emphasis to advocacy for formulation of a comprehensive Legal Aid Policy and awareness creation in two remote districts of Uganda. The members of the National Working Group include the Judiciary which chairs, Uganda Law Society which is the coordinating agent, LASPNET, Law council, Justice Law and Order Sector, and Foundation for Human Rights Initiative- a human rights organization.



Community based paralegals that were trained in Bundibugyo district with their leaders

The activities that were undertaken during the reporting period include holding of National Working Group meetings, having a regional forum conference, conducting community sensitizations and training of paralegals.



- Under the programme, a follow up on 78 paralegals earlier trained was in made the Katakwi region.
- A total number of 4 radio talk shows on the local FM stations in Katakwi and Soroti were also conducted.
- Under the programme, community sensitisations were also conducted. This was in the districts of Katakwi and Bundibugyo where the participants were trained in the basics of children's rights, domestic violence, marriage and divorce and land rights. As a result, 261 people were trained in Bundibugyo while 354 were trained in Katakwi.

## PLANNING MONITORING AND EVALUATION OF THE PROJECT PERFORMANCE

### General monitoring and evaluation of the project

Monitoring and evaluation of the project work and performance continued throughout the year. Monitoring tools like monthly and quarterly reports were emphasized, just as were weekly operational professional meetings by all clinics and maintenance of staff attendance registers. Follow-up and monitoring is also done through regular telephone calls to the clinics. The feedback method through client's complaints and appreciation of the nature of service was also adopted.

### Monitoring and Inspection Visits

In addition, to the above monitoring tools, 4 inspection and monitoring visits to the upcountry clinics was undertaken by management on a regular basis to interface with staff at the regional offices; validate reports through physical evaluation of files, documents and other records; inspect clinics with the donors to enable them appreciate the progress and performance of the upcountry clinics among others.



Management and Staff of Masindi clinic during branch monitoring and inspection

### Legal Aid & Pro-bono Committee meetings.

The LAP Committee held 4 quarterly meetings to monitor performance and progress of the Project as well as to give general policy guidance to enrich the Project's goals and objectives. This is in addition to the adhoc meetings where policy guidance has been given.

### NBA delegation

The Project also benefited from external monitoring by a team from the Norwegian Bar Association in April composed of Mr. Vidar Raugland Ms. Elisabeth, Ms. Meret Smith and Ms. Jannicke Knudsen who met with both the management and staff of the Project. The team, held a number of high level meetings with the Deputy Attorney General and Minister of State for Justice and Constitutional Affairs, JLOS, the Principal Judge of the High Court of Uganda, Prison Authorities and the Royal Norwegian Embassy here in Kampala where issues affecting access to justice were discussed and more in particular about the future of legal aid provision. In addition to guiding the management on the way forward with the Project and its programmes, the NBA team also visited and interacted with the staff in Kabarole/ Fort Portal Clinic where they had an interaction with clients and other stakeholders. Such technical support visits are welcome and are a key feature of our partnership with the Norwegian Bar Association.



NBA delegation interact with some of the clients in Kabarole clinic



NBA inspecting the filing system of clients



NBA Delegation meeting ULS Management at the ULS Secretariat

### Networking and Partnerships

The Uganda Law society and its Legal Aid Project profile have grown among the public and stakeholders in the justice sector. This is evidenced by the numerous meetings and workshops to which the project staff are invited or delegated by the management to represent the organizations. In the year 2011, over 86 networking meetings and workshops were attended by staff at regional, international and national levels.

Majority of workshops attended were on promotion of human rights and constitutionalism, access to justice and the rule of law. Among the key stakeholders were the Legal Aid Service Providers under their umbrella body LASPNET, JLOS, HURINET, CBOS, Judiciary, Police Prisons, University Bodies, Local Government Institutions, Media, and other related or similar organizations. This continues to show the impact the project has created even among likeminded institutions.

### INTERNSHIP PROGRAMMES

The project has remained a trusted training ground for lawyers in making by institutions like Law Development Center. In 2011, the Project hosted 15 clerkship and internship students from the LDC and the law schools. The interns attained practical experience on legal matters and were also handy in enabling us attain the results we achieved.

## PROVISION OF PRO BONO SERVICES:

The Uganda Law Society with the support of the Democratic Governance Facility (DGF) former LABF and through the Legal Aid Project commenced a national roll out, Gulu, Jinja, Masindi, Kabarole and Kabale. Under this project private advocates are given cases to handle at no cost from our various coordinating centers.

During the year 2011, a total number of 259 advocates enrolled for the pro-bono scheme and in total handled 460 cases of which 64 cases were resolved in courts. 372 cases are still pending conclusion in courts and 175 pending conclusion by ADR. The pro-bono scheme has been very useful especially in off-loading the pressures on LAP as LAP has been used as a catchment base of pro-bono cases and these are passed over to advocates in private practice. It is very much hoped that once the spirit of pro-bono service provision takes root, it will be one way of ensuring sustainability of the project intervention mechanisms to assist members of the public.



Pro-bono Evaluation Workshop

## DEVELOPMENT PARTNERS

### The Norwegian Bar Association/ NORAD

LAP has enjoyed a committed partnership with the Norwegian Bar Association through funding from the Norwegian development partners. This kind of support has enabled thousands of Ugandans enjoy and

enforce their legal and human rights in the absence of a government policy. It is worth noting that the project could not have achieved its goals and objectives without the great sacrifice of the Norwegian people for which Ugandan communities will forever be grateful.

### DGF/LABF

Through this fund, the Pro-bono Project hosted under LAP continues to enjoy the support of LABF and now DGF. With this support, the project has been in position to roll out nationally and hence able to monitor progress, identify best practices, lessons and challenges met.



Send off of head of program DANIDA/ LABF Mr. Niels Hjortdal who was a key ally of the pro-bono project

### Canadian Bar Association

In addition to offering support to the Professional Development Department of ULS for the last seven years, in 2011, the partners added to their programme support the aspect of law reform. It was under this fund that the Strengthening Access to Justice in East Africa (SAJEA) is being implemented. The programme in Uganda is housed and coordinated by ULS under the Legal Aid Project

### UNDP/UHRC

LAP is delighted to report that during the reporting year, it entered into a partnership with the United Nations Development Program through the Uganda Human Rights Commission to implement the Peace Building Program in the Gulu Clinic. This is a one year program that has been focusing on land and domestic justice in order to address the challenges caused by the return of IDPs.

## INSTITUTIONAL BUILDING.

In the reporting year Lap is pleased to report that it acquired a new fleet of vehicles and motorcycles to replace the ageing ones. These vehicles will go a long way to address the gaps that were being experienced. The majority of the cases that are that LAP manages are land related matters (60%) with most of them being village based. The Judiciary last year issued a requirement to all its officers and the other legal affiliated stakeholders to always visit locus in search for justice in these matters. The demand on the aging motor vehicles that the clinics had, has been stretched by these new developments and requirements.

Many times LAP has had to dig very deep within the available resources to timely handle these cases using public transport through and well as bearing the risks involved. To make matters even more complicated, most of the areas where legal documents etc are to be delivered are not motorable by cars and can only be reached on foot or by motor cycles.



Akena the Paralegal receiving one of the motor cycles that will be used during Community and Prisons outreach



The newly purchased clinic cars for Kabarole, Kabale, Gulu and Jinja

## EMERGING ISSUES, CHALLENGES AND LESSONS LEARNT

During this period, a number of challenges and issues have been identified and lessons learnt so as to improve the effective Implementation of the Project. These include:-

- i. Irrespective of the fact that pro bono is meant to be totally free; there are circumstances which require that lawyers be facilitated to pursue their matters. For instance, locus in quo visits, prison visits and litigation or executions out of the jurisdiction;
- ii. The unpopularity of criminal litigation within the legal profession and particularly in Kampala has greatly thwarted the access to pro bono by some clients and as a result some clients have gone without representation;
- iii. The pursuit of justice by the indigent is greatly barred by their lack of funds and even the funding provided to this end is not only insufficient, but also somewhat restrictive and thus cannot be applied in some instances where its greatly needed such as news paper adverts and the transportation of witnesses and clients to and from Court and as a result some cases have had to come to a standstill.
- iv. A large percentage of clients remain litigious in nature with less appreciation of options of ADR, mediation and negotiation.
- v. In addition ignorance of the law and general lack of information on procedures makes some clients vulnerable to being misled by court support staff like clerks or community paralegals who draft defective documents for pleadings. It is after they are frustrated with defective court documents that the clients will then seek the assistance of LAP to salvage the otherwise bad cases. In some they at times end up with incurably defective documents that occasion's miscarriage of justice
- vi. The prison decongestion process has been hindered by the slow judicial process. Quite a number of prisoners have overstayed on remand because they are not cause listed for trial and neither fixed for hearings of their bail applications.
- vii. The demand for the legal aid services in view of limited service providers still remains a key challenge. The demand grows daily, while the human and financial resources of the legal aid service providers like LAP remain fixed and insufficient to meet the enormous demand
- viii. The absence of the Pro bono board and fund has stalled the enforcement of the Pro bono Regulations and though the Project has been endeared to Advocates, some would prefer to pay in lieu of offering their legal services. However there is no pool in which these payments can be collected. The Law Council therefore needs to step and set these functions up.
- ix. Throughout the project's life, case backlog caused by absenteeism and understaffing of the Judiciary remains an ever present dilemma that has hindered the timely disposal of cases. This is evidenced by the number of cases pending completion in courts of law as opposed to those completed. This factor is external and beyond the control of the implementing organization though the Judiciary and the Ministry of Justice are looking into it;
- x. Reluctance of the advocates to provide progress reports, remains a major challenge affecting timely and accurate reporting although Advocates are regularly reminded the importance of these reports and the need to keep the Secretariat up-dated on their matters but in the interim, information is obtained from the clients;
- xi. Resettlement in northern Uganda from the IDP Camps is still ongoing following cessation of

- hostilities. This has made it difficult to locate such clients for follow up of their case hence derailing the conclusion of cases. However, most of these matters have been recalled and cases closed;
- xii. Furthermore, the non vigilance of clients in pursuing their cases has led to unnecessary adjournments thereby discouraging the would be willing Advocates;
  - xiii. Some of the Advocates handling pro bono cases suddenly withdraw instructions without justifiable cause or notice to client resulting into unnecessary dismissal of cases and requiring reallocation of the cases. These unfortunate incidences demoralize the affected client who in turn losses interested in project;
  - xiv. Advocates in Kabale are facing challenges in having their matter adjudicated upon due to the lack of a resident judge especially matters that relate to administration of estates;
  - xv. The persistent issue of prioritization of paying clients over pro bono clients remains an obstacle in the adjudication of pro bono matters by instructed Advocates. It has even on some occasions resulted in the dismissal of some of the clients cases because of nonappearance of the advocates.

## Recommendations

- Staff training on issues of investigation, advocacy mediation and psycho-socio support skills to effectively handle clients would go a long way to enhance performance and quality of services provided .this has been prioritized in the next years work plan.
- Community outreach would be increased for purposes of sensitizing the wider communities on their legal and human rights, and reducing on the complaints that finally find their way into the judicial systems. The community trainings will also endeavor to make potential LAP clients appreciate the benefits of ADR as opposed to conventional litigation.
- The Department will continue to emphasize ADR as a quick and better means of concluding matters instead of going to court.
- Endearing lawyers to Pro-Bono as this will go a long way in ensuring access to justice for all, and will further contribute to the sustainability of LAP.
- We will continue with the sensitization of the Pro bono project in regions where clients are not aware of our services in order to boost access to justice through the scheme to the indigent. The projects posters are being placed in Court premises, prisons and police stations for the popularization and visibility of the Scheme.
- The notion of Duty Counsel like it's done in other jurisdictions will be adopted most especially for criminal matters so that the unrepresented can have their day in court when there is counsel to represent them. And this will also cater for those Advocates that do not wish to take on pro bono files but would rather fulfill their pro bono hours in this way.

## Opportunities

Amidst the internal structural challenges and external institutional challenges like slow judicial processes, a number of positive factors enhanced the Performance of the project activities;

- The Project's advocacy and networking strategies with other stakeholders as evidenced by the number of networking meetings attended by the Project staff has increased its visibility and leverage. This has strengthened institutional linkages and has made the key stakeholders in the Justice Sector appreciate and assist the Project in promotion of Human rights in Uganda. The project key staff sit on the various technical committees of JLOS and some national working groups. This provided a



strategic position to enable presentation and advocacy for issues affecting access to justice for all.

- The Pro-bono Pilot Project has opened a new opportunity for LAP in the area of Legal Aid services as well as ensuring sustainability and better service provision especially t the engaging of private practitioners who offer expertise to handle complicated related cases.
- The emphasis on resolving disputes by way of alternative dispute resolution has improved on timely delivery of service and has offered cost and time effective remedies to project clients and has acted as an alternative to the challenge of backlog in courts of judicature.
- The commitment from the Policy organs of the Project/ULS who are always available to give strategic direction to its implementation. This serves as a constant funnel of project activities towards project goals and objectives, thus maintaining LAP as the leading provider of legal aid services in Uganda.
- Continued commitment from the Project Development partners has been the key role for the Project's sustainability and progress whose financial and technical support has kept LAP in existence.
- The support both technical and financial from the other development partners (DANINA-LABF) and key institutions like the Law Council enhanced the performance of the pro bono project and directed proper implementation throughout the Project's implementation;
- The setting up of the ULS Pro bono Desk that is responsible for the running of the day today implementation and guaranteeing regular follow up and execution of the programs as well as ensuring compliance;
- The willingness and commitment from Advocates also ensured quality service delivery;
- Pending the operationalization of the Pro bono Regulations, the use of persuasion as a method of endearing Advocates into the project rather than the adversarial approach of the mandatory requirement, has contributed to the Advocates change in attitude towards pro bono and resulted into them embracing the programme as their own,
- The use of LAP as a catch base for cases has enabled quick identification of the cases for pro bono referrals.
- The networking and creation of institutional linkages with other key players like Avocas San Frontier has not only enabled sharing of experiences and exploration of best practices, but also led to referral of cases to the project,
- The invaluable support from the policy management of ULS which included: oversight and guidance given by the legal Aid and Pro bono Service Committee and the Executive council of ULS, has caused commitment to the programme by all stakeholders involved in the Project.

## Conclusion

The Legal Aid Project of the Uganda Law Society and the Uganda Law Society Pro-bono initiative continue to render services to the deserving public and upholding its strategic objectives. The Project remain the mains flagship of ULS and now boasts of 20 years of exemplary service provision offering a role model to other upcoming models such as the JLSO justice centers

Through this Project access to justice has been made a reality for the poor and marginalized members of the Ugandan community, although the task of attaining cross country tangible benefits of access to justice for all vulnerable and indigent persons in Uganda is much greater than the Project will ever be able to fully accomplish as a sole entity. We look forward to greater partnerships, greater accomplishments and indeed a better 2011.

## APPENDICES

**Table 1 General statistics of clients handled**

	Kampala	Luzira	Jinja	Gulu	Masindi	Kabarole	Kabale	Total
Land/Property Wrangles	331	83	384	608	416	466	508	2796
Family Matters	66	12	101	32	101	177	41	530
Custody/ Maintenance	25	1	4	40		32	1	103
Accident Claims	15		3	12	2	22	2	56
Administration Of Estates	37	16	38	16	18	170	8	303
Debt Claims	1		32	41	52	14	4	144
Employment Claims	34	10	9	35	10	32	87	217
Criminal General	39	808	135	119	269	80	419	1869
Civil General	134	43	43	18	51	72	93	454
Prison visits		31			50		31	112
Prison Legal Awareness		358		26	115		534	1033
Community Sensitization by Clinics and SAJEA	832		599	300	220		1818	3769
Paralegal trainings and follow ups (thru clinics and SAJEA Programme)	118				40	120		278
<b>Total cases</b>	<b>1632</b>	<b>1362</b>	<b>1348</b>	<b>1247</b>	<b>1344</b>	<b>1185</b>	<b>3546</b>	<b>11742</b>

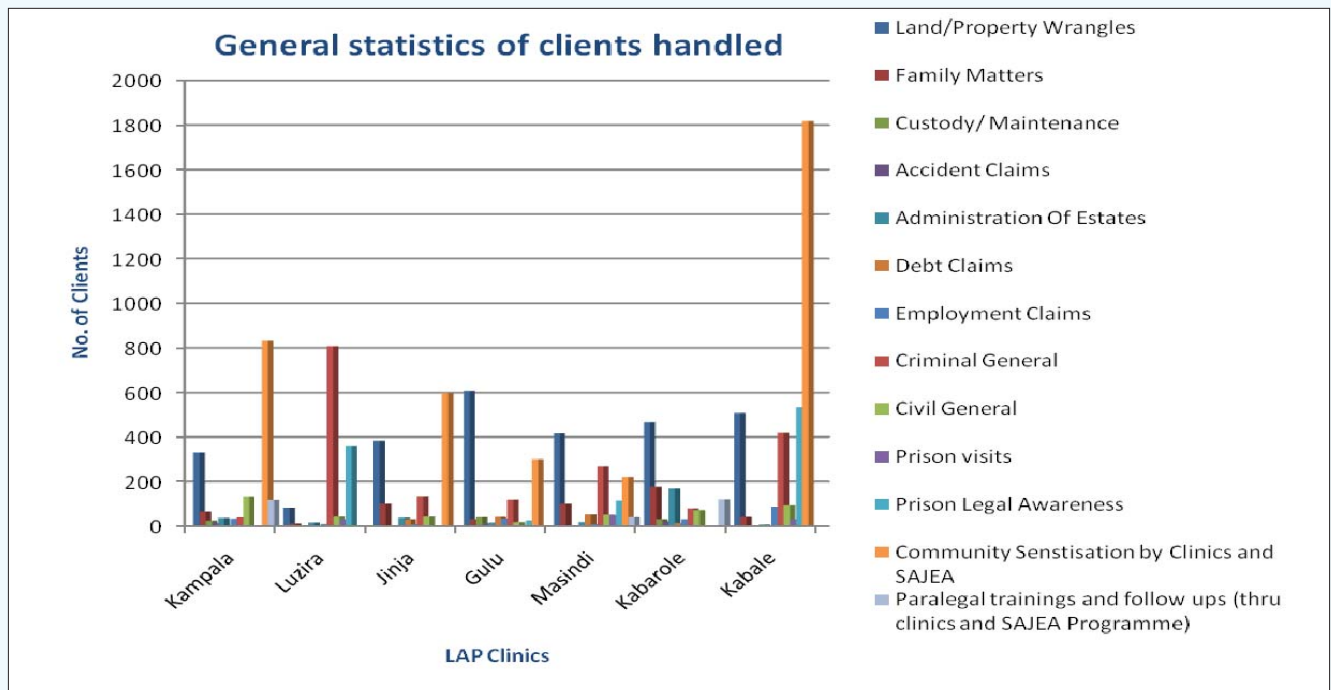
**Table 2 Progress of Cases in 2011**

	Kampala	Luzira	Jinja	Gulu	Masindi	Kabarole	Kabale	Total
Pending In Office	156	173	95	336	271	524	94	1649
Completed In Office	22	18	26	18	38	84	18	235
Pending In Court	305	571	446	459	538	382	652	3353
Completed In Court	38	149	41	45	75	57	53	458
Given Legal Advice	166	32	136			6	356	696
Cases Referred	3	13	7	78	76	1	10	188
Files Closed	8	3		5		19		35
Files Withdrawn	1	24		5		3		33
Community sensitization	837		603	300	220		1824	3784
Prison Legal Awareness		358		26	115		534	1033
Paralegal trainings	118				40	120		278
<b>Total</b>	<b>1637</b>	<b>1331</b>	<b>1354</b>	<b>1272</b>	<b>1363</b>	<b>1186</b>	<b>3521</b>	<b>11742</b>

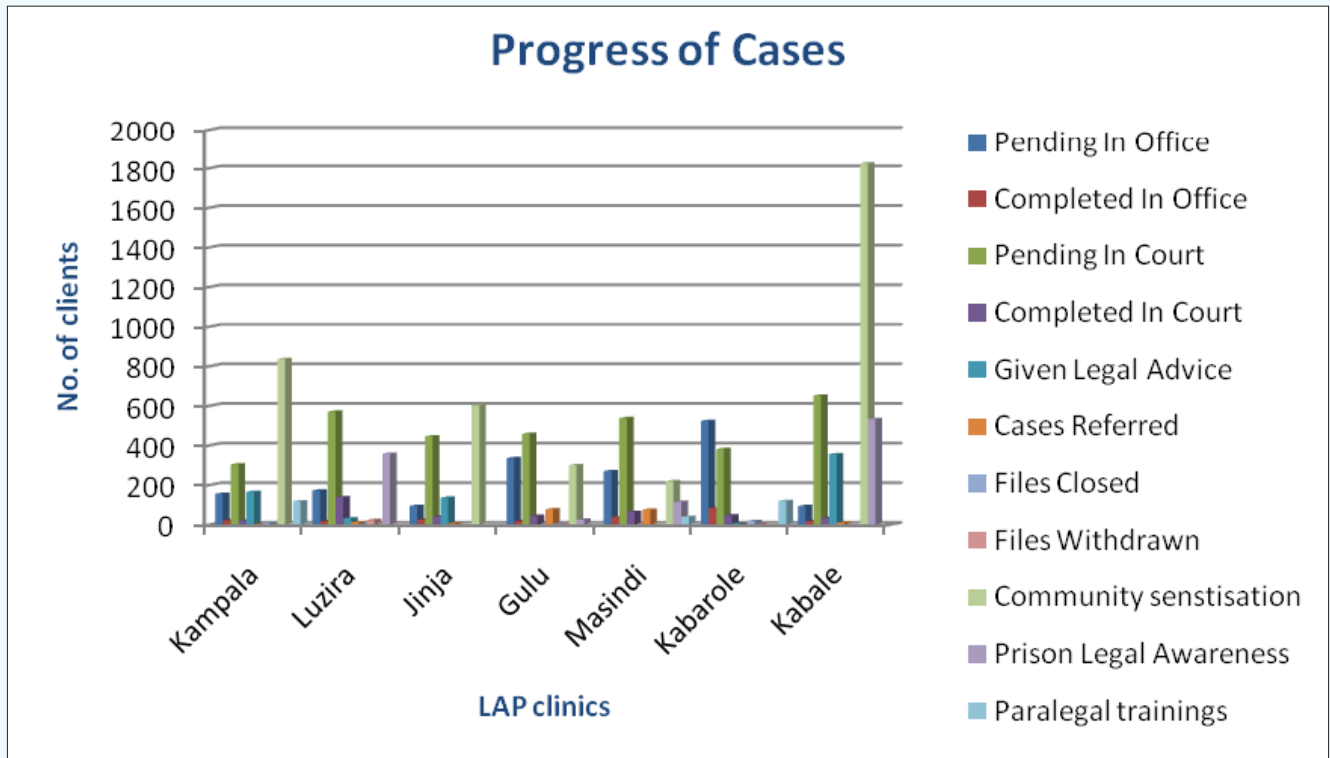
**Table 3 Nature of clients in 2011**

	Kampala	Luzira	Jinja	Gulu	Masindi	Kabarole	Kabale	Total
Males	789	1387	825	1117	1096	916	1114	<b>7213</b>
Females	693	227	672	581	628	921	792	<b>4514</b>
Total	1428	1664	1497	1698	1724	1837	1906	<b>11742</b>
Old	375	514	376	475	630	732	615	<b>3717</b>
New	1064	1150	1113	1223	1104	1087	1284	<b>8025</b>
<b>Total</b>	<b>1428</b>	<b>1664</b>	<b>1497</b>	<b>1698</b>	<b>1734</b>	<b>1819</b>	<b>1899</b>	<b>11743</b>

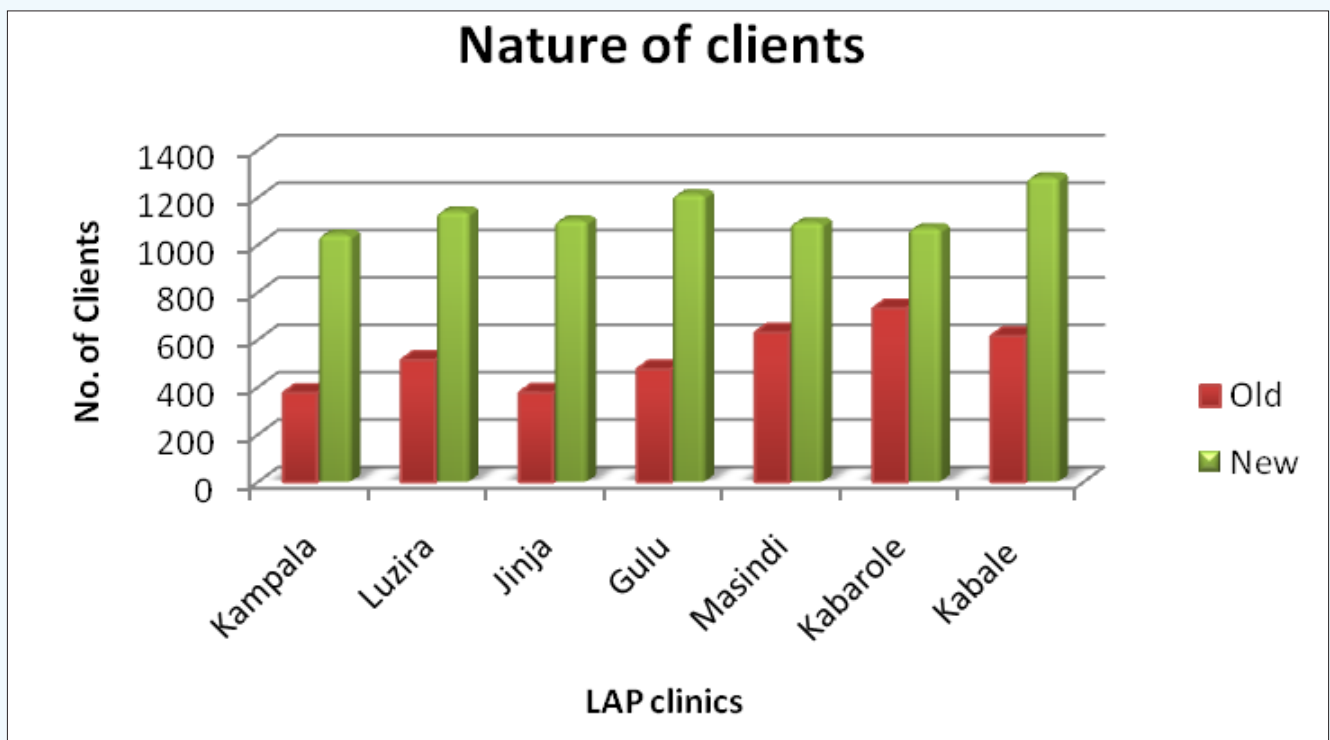
**Graph II General Statistics of Clients Handled**



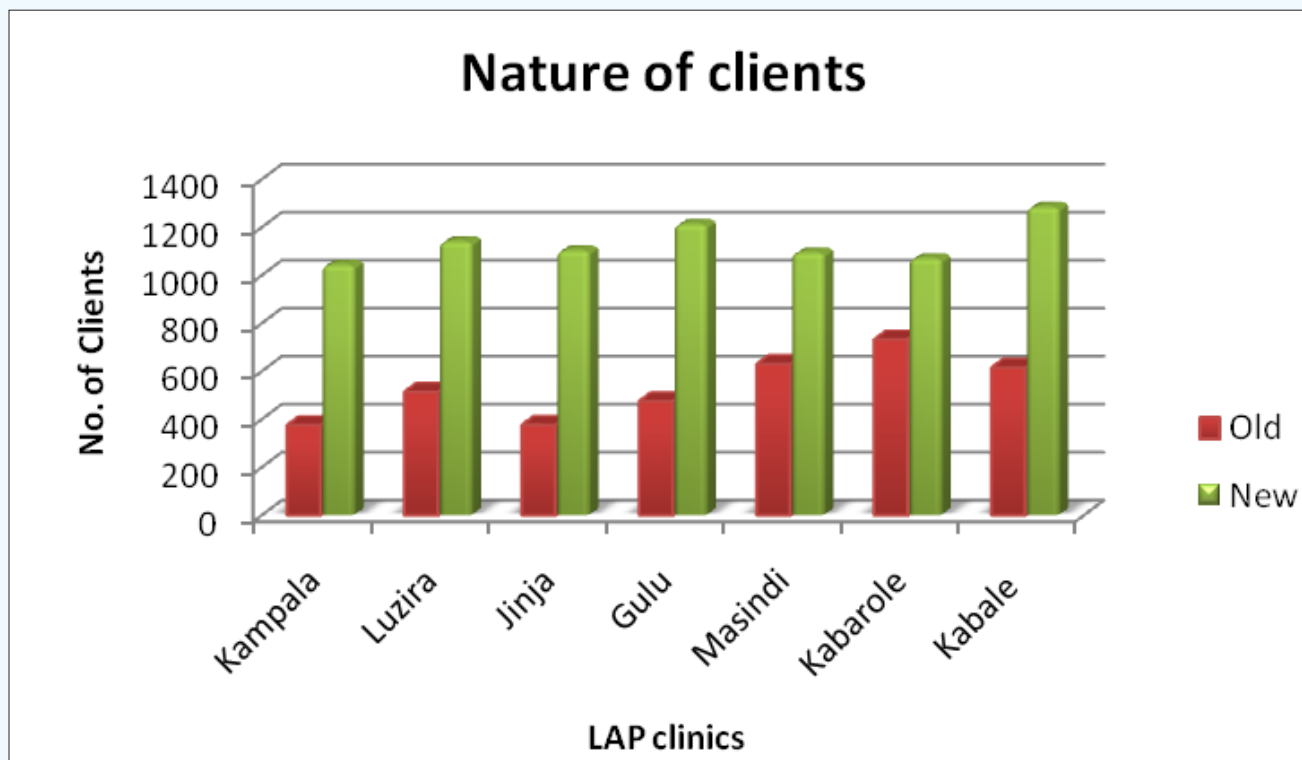
**Graph II** Status progress of cases



**Graph III** Gender of clients



**Graph IV Nature of clients**



**PRO-BONO STATISTICS**

**Table I Nature of Cases Identified And Allocated To Pro-Bono Lawyers**

Nature of Case	Kampala	Kabale	Kabarole	Masindi	Gulu	Jinja	Total
Land and Property claims	66	14	03	09	43	21	156
Family/Divorce & Separation	18	04	01	00	02	01	26
Custody & Maintenance	06	01	00	00	00	00	07
Accident claim	09	00	00	00	01	00	10
Administration of Estates	11	01	00	03	00	01	16
Debt Claims	00	00	00	00	01	00	01
Employment Claim/Labour	12	00	00	00	00	00	12
Criminal General	29	09	04	10	04	02	58
Civil General e.g. Breach of Contract, Compensation etc	32	02	00	02	05	06	47
<b>Total</b>	<b>183</b>	<b>31</b>	<b>08</b>	<b>24</b>	<b>56</b>	<b>31</b>	<b>333</b>

**Table III Status of Cases Followed Up**

Status of Cases	Kampala	Kabale	Kabarole	Masindi	Gulu	Jinja	Total
Pending in Office	164	03	03	-	05	-	175
Completed in Office	06	-	-	03	01	-	10
Pending in Court	142	33	29	33	81	54	372
Completed in Court	33	03	12	04	11	01	64
Given Legal Advice	-	-	-	-	-	-	-
Cases Referred	-	-	-	-	-	-	-
Files Closed	25	-	-	04	-	-	29
Files withdrawn	05	-	-	02	04	02	13
Files recalled	-	-	03	-	-	-	03
<b>Total</b>	<b>375</b>	<b>39</b>	<b>47</b>	<b>46</b>	<b>102</b>	<b>57</b>	<b>666</b>

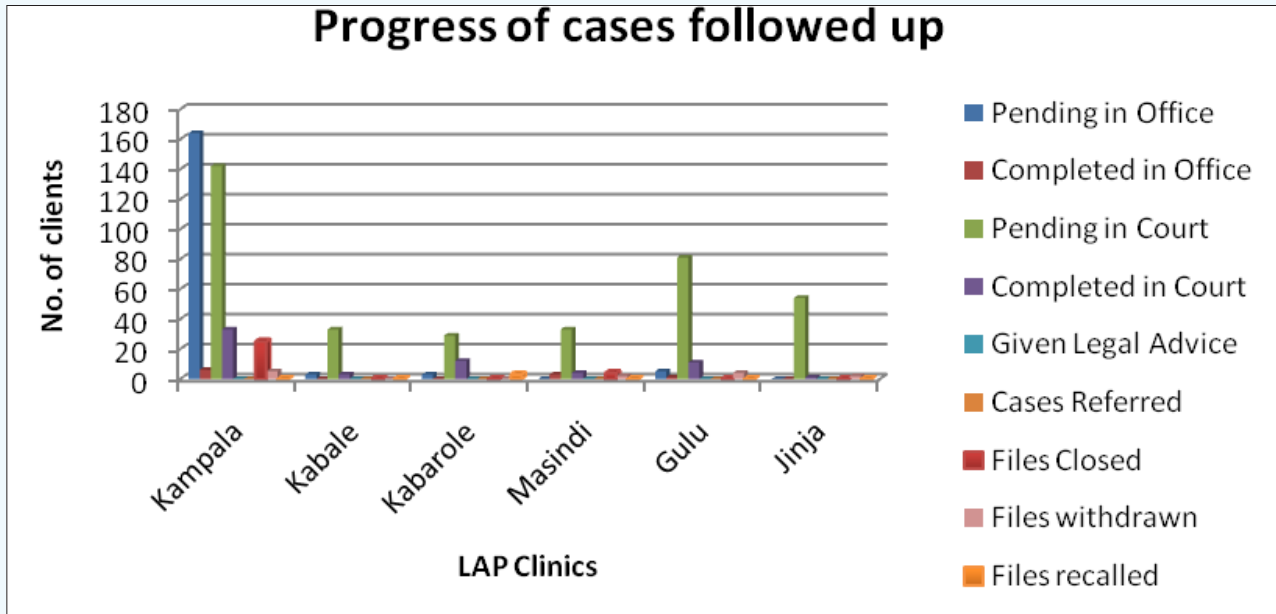
**Table IV Gender of Clients Followed Up**

SEX	Kampala	Kabale	Kabarole	Masindi	Gulu	Jinja	Total
Female	122	23	11	13	35	24	228
Male	253	16	36	33	67	33	438
<b>Total</b>	<b>375</b>	<b>39</b>	<b>47</b>	<b>46</b>	<b>102</b>	<b>57</b>	<b>666</b>

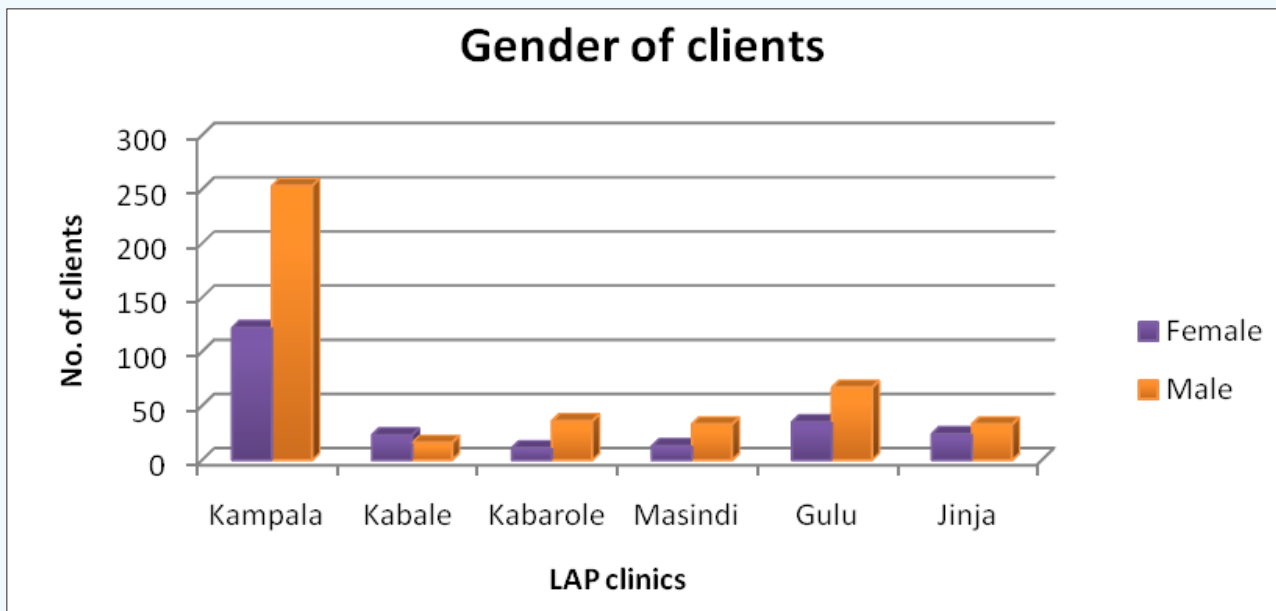
**Table IV Gender of Clients Followed Up**

STATUS	Kampala	Kabale	Kabarole	Masindi	Gulu	Jinja	Total
New Client	183	31	08	24	56	31	333
Old Client	192	08	41	22	46	26	333
<b>Total</b>	<b>357</b>	<b>39</b>	<b>47</b>	<b>46</b>	<b>102</b>	<b>57</b>	<b>666</b>

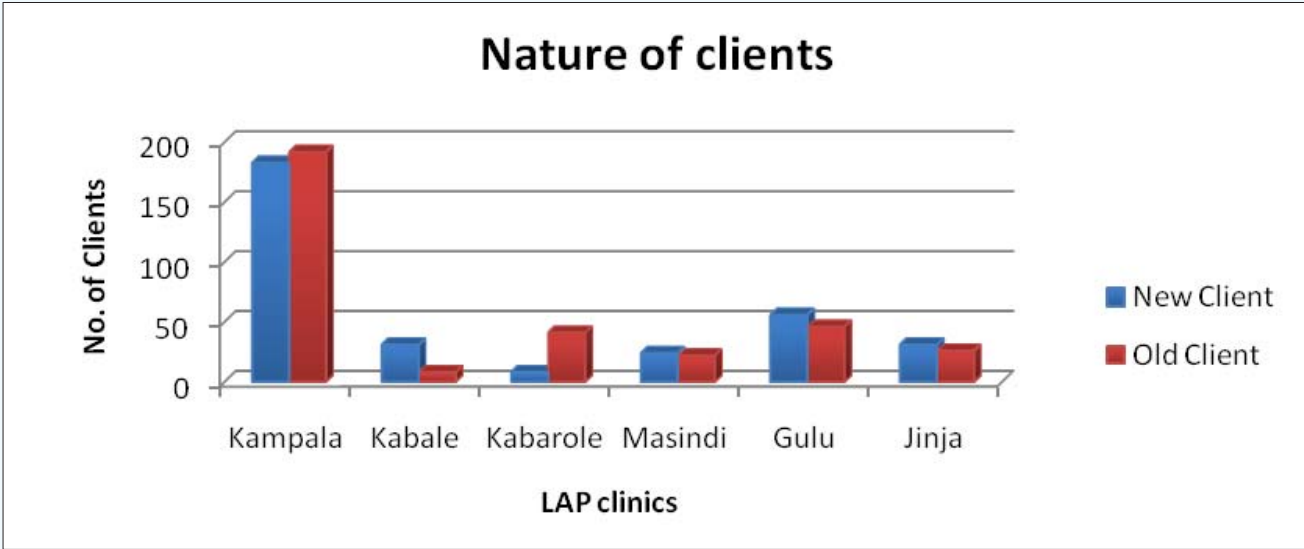
**Graph III Status of cases followed up**



**Graph IV Gender of clients followed up**



**Graph V Nature of clients followed up**







## AUDITORS REPORT

# LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY

Funded by

NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)

**AUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2011**

**Carr Stanyer Sims & Co.**

Certified Public Accountants

P.O. Box 6293

Kampala, Uganda

E-mail: [carrstan@carrstanyersims.com](mailto:carrstan@carrstanyersims.com)

## **LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY**

**Funded by**

**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)**

**Management Report**  
**for the year ended 31 December 2011**

### **MISSION OF LEGAL AID PROJECT**

To be a leading provider of choice of legal services in order to ensure access to justice for the poor and vulnerable people so as to promote the socio-economic development of Uganda

### **OBJECTIVES OF THE PROGRAMME**

These are summarised as follows:

- To provide High Quality Legal Aid Services to Indigent men, women and children.
- To promote the respect for rights and the rule of Law in Uganda.
- To lobby and advocate for legislation and policies to act in favour of the poor at national, district and lower levels.
- To develop and strengthen management systems as well as general organisational development of LAP.
- To strengthen the governance of LAP in order to ensure good strategic leadership and direction by the board of trustees of the Legal Aid Project.
- To build mechanisms and aggressively mobilise resources to ensure financial sustainability of legal aid services in Uganda.

### **STRATEGIES THROUGH WHICH OBJECTIVES ARE BEING PURSED**

**Stakeholder Perspective (S 1): Promote Access to Justice**

#### **Key performance indicators**

- Public accessing justice in all areas of Uganda in a timely manner
- Members of the public have access to legal information

## LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY

Funded by

**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)**

### Management Report

**for the year ended 31 December 2011 (Continued)**

Strategy	Actions	Performance measures	Resources
P 1: Provide legal aid through the Legal Aid Project and Pro bono services.	Develop and implement national roll out programs for legal aid and pro bono services.	<ul style="list-style-type: none"> <li>Number of advocates providing legal aid and pro bono services</li> <li>Number of indigent persons served in a timely manner.</li> <li>Number of cases registered in the projects in the reporting period</li> <li>Number of cases resolved through litigation, counselling and advice</li> <li>Number of lawyers enrolled into the pro-bono scheme.</li> </ul>	Budget holder with team members, annual work plan and budget, periodic reports
	Design and implement a monitoring plan for follow-up on legal aid and pro bono services	<ul style="list-style-type: none"> <li>Case progress forms</li> <li>Progress Reports</li> <li>Client feedback forms</li> <li>Through courts and other JLOS records.</li> </ul>	
P 2: Encourage and promote Alternative Dispute Resolutions (ADR)	Popularizing and educating members and clients about the advantages of ADR.	<ul style="list-style-type: none"> <li>Number of cases handled under ADR</li> <li>Number of trainings conducted in ADR</li> </ul>	Budget holder with team members, annual work plan and budget.
	Document and publish information that promote ADRs	<ul style="list-style-type: none"> <li>Best practices published</li> </ul>	
P 3: Promote rights awareness through information sharing and publications	Publish, disseminate, and create awareness to the public on legal information on rights, duties and obligation	<ul style="list-style-type: none"> <li>Number of community workshops held</li> <li>Number of mobile clinic outreaches done</li> <li>Number of community paralegals trained and providing services to the community.</li> <li>Number of IEC material produced and disseminated</li> <li>Number of media campaigns conducted.</li> <li>Activity Reports</li> </ul>	Budget holder with team members, stakeholders, annual work plan and budget.

## LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY

Funded by

**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)**

### Management Report

for the year ended 31 December 2011 (Continued)

#### MAJOR ACTIVITIES CARRIED OUT

The major activities implemented are Legal and Advisory Services to the Poor, Indigent and Marginalised.

#### SIGNIFICANT VARIANCES BETWEEN ACTUAL AND PLANNED ACTIVITIES

	Actual Ushs.	Budget Ushs.	Remarks
<b>INCOME</b>			
Grants	1,017,665,002	988,115,881	Variance due to exchange rate.
<b>RECURRENT EXPENDITURE</b>			
Legal Education	65,386,000	62,000,000	Many IEC materials were printed, prices have increased.
Strategic Planning	36,966,100	34,500,000	We had a residential strategic plan for all staff for 2 days.
Office expenses	22,201,983	19,500,000	Due to increased prices.
Stationery and printing	18,194,900	17,700,000	Due to increased prices.
Security	6,404,600	5,500,000	Due to increased charges.
Travel expenses	3,770,100	6,200,000	In the year 2011, we minister on the number of interns.
Planning and monitoring	1,040,100	3,000,000	Few committee meetings were held in the year 2011.
Networking	765,000	2,000,000	Few travels were made during the year.
Audit fees	12,744,000	12,000,000	Exchange rate fluctuation and inflation.
Capital expenditure	207,380,000	20,000,000	Very old fleet of vehicles replaced for all clinics, new motorcycles to ease transport for clerks and bought for all clinics bought, new computer sets procured to replace old for all clinics.

#### KEY PARTNERS OR DONORS

LAP has since its inception been funded by NORAD through the Norwegian Bar Association.

**LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY**

Funded by

**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)****Management Report****for the year ended 31 December 2011 (Continued)****ANY OTHER INFORMATION**

The programme has also been supported by additional funding through a UNDP fund channelled through the Uganda Human Rights Commission to the tune of US \$ 50,000 in a one year project running from July 2011-June 2012. This Peace Building Project is being implemented in the Acholi sub-region and addresses legal issues on Children Rights, Sexual and Gender Based Violence and Land issues.

**LEGAL AID AND PRO-BONO SERVICES COMMITTEE**

<b>Name</b>	<b>Position Held</b>
Mr. Stephen Musisi	Chairperson
James Mukasa Sebugenyi	Member
Ms. Harriet Grace Magala	Member
Ms. Valentine Namakula	Member
Mr. Musa Mudozi	Member
Ms. Robinah Namusisi	Member

**RESULTS**

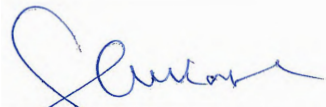
The results for the period are set out in the Statement of Comprehensive Income on Page 10.

**AUDITORS**

The auditors, Carr Stanyer Sims & Co., have signified their willingness to continue in office and a resolution proposing their re-appointment will be put to the forthcoming Annual General Meeting.

Kampala

By Order of the Executive Council

Dated 13/02/2012  
\_\_\_\_\_  
**PRESIDENT  
EXECUTIVE COUNCIL**

# Carr Stanyer Sims & Co.

Certified Public Accountants

Ground Floor, Kisozi House  
8 Kyaggwe Road  
P.O. Box 6293, Kampala, Uganda  
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## **Independent Auditor's Report** **to the Members of Uganda Law Society**

We have audited the accompanying financial statements of **the Legal Aid Project of the Uganda Law Society** as set out on pages 7 to 17. The financial statements comprise the Statement of Financial Position at **31 December 2011** and the Statement of Comprehensive Income and the Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

### **Managements' Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Carr Stanyer Sims & Co.

Certified Public Accountants

Ground Floor, Kisozi House  
8 Kyaggwe Road  
P.O. Box 6293, Kampala, Uganda  
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### Independent Auditor's Report to the Members of Uganda Law Society

#### Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Legal Aid Project of the Uganda Law Society at 31 December 2011 and of the deficit and cash flows for the year then ended in accordance with International Financial Reporting Standards.

  
Carr Stanyer Sims & Co.,  
Certified Public Accountants



13 FEB 2012

Kampala, Uganda

## LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY

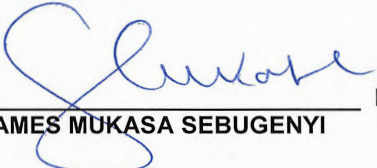
Funded by


NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)

### Statement of Financial Position at 31 December 2011

	Note	2011 Ushs.	2010 Ushs.
<b>FIXED ASSETS</b>	3	269,154,280	84,520,563
<b>CURRENT ASSETS</b>			
Debtors and prepayments	4	69,734,222	124,025,142
Cash at Bank	5	40,528,146	181,936,216
Cash in hand	6	486,500	1,398,346
		110,748,868	307,359,704
<b>TOTAL ASSETS</b>		<b>379,903,148</b>	<b>391,880,267</b>
<b>FUNDS AND LIABILITIES</b>			
<b>FUNDS</b>			
<b>CAPITAL FUND</b>	7	269,154,280	84,520,563
<b>GENERAL FUND</b>	8	26,743,026	127,173,015
		295,897,306	211,693,578
<b>CURRENT LIABILITIES</b>			
Creditors and accruals	9	84,005,842	180,186,689
<b>TOTAL FUNDS AND LIABILITIES</b>		<b>379,903,148</b>	<b>391,880,267</b>

These financial statements were approved by the Executive Council on 13/02/ 2012 and were signed on its behalf by:

  
 \_\_\_\_\_ PRESIDENT  
 MR. JAMES MUKASA SEBUGENYI

  
 \_\_\_\_\_ TREASURER  
 MS. HARRIET GRACE MAGALA



**LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY**

Funded by  
**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)**

**Statement of Comprehensive Income**  
**for the year ended 31 December 2011**

	Note	2011 Actual Ushs.	2011 Budget Ushs.	2010 Actual Ushs.
<b>INCOME</b>				
Grants	10	1,017,665,002	988,115,881	998,729,998
Other income	11	26,890,333	-	5,924,392
<b>Total Income</b>		<b>1,044,555,335</b>	<b>988,115,881</b>	<b>1,004,654,390</b>
Less: Capital Expenditure		(207,380,000)	(20,000,000)	(53,073,500)
<b>Balance Available for Recurrent Expenditure</b>		<b>837,175,335</b>	<b>968,115,881</b>	<b>951,580,890</b>
<b>RECURRENT EXPENDITURE</b>				
Legal education		65,386,000	62,000,000	32,464,000
Strategic planning		36,966,100	34,500,000	27,216,175
Motor vehicle running expenses		26,881,101	27,890,934	19,674,012
Office expenses		22,201,983	19,500,000	21,411,450
Stationery and printing		18,194,900	17,700,000	39,383,919
Repairs and maintenance		18,049,800	25,880,000	22,180,250
Branch inspection		10,310,100	12,000,000	3,864,100
Utilities		9,221,467	10,360,000	9,974,071
Practising certificate		6,476,400	7,280,000	7,280,200
Security		6,404,600	5,500,000	4,811,000
Publications		5,537,306	5,500,000	4,741,400
Bank charges		4,690,501	4,080,000	3,830,360
Hospitality		4,118,550	5,000,000	4,932,800
Travel expenses		3,770,100	6,200,000	4,479,200
Insurance		2,936,000	3,000,000	333,000
Planning and Monitoring		1,040,100	3,000,000	13,794,518
Dues and Subscriptions		694,000	700,000	726,000
Capacity Building		200,000	500,000	22,520,408
Recruitment		-	-	3,770,400
Licences and permits		-	-	104,000
<b>Sub-total</b>		<b>243,079,008</b>	<b>250,590,934</b>	<b>247,491,263</b>
<b>Local Personnel</b>				
Salaries and wages		462,323,744	466,464,548	433,178,660
Volunteers		62,195,000	60,192,000	60,756,000
National Social Security Fund		52,659,661	52,665,655	50,625,947
<b>Sub-total</b>		<b>577,178,405</b>	<b>579,322,203</b>	<b>544,560,607</b>

## LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY

Funded by  
NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)

### Statement of Comprehensive Income for the year ended 31 December 2011 (Continued)

	2011 Actual Ushs.	2011 Budget Ushs.	2010 Actual Ushs.
<b>Staff Meals</b>			
Kampala	12,040,300	15,794,400	12,564,400
Gulu	5,110,500	3,782,000	3,889,000
Kabale	4,830,000	3,954,000	4,026,000
Masindi	4,533,000	3,768,000	3,605,800
Luzira	3,936,750	4,680,000	4,631,000
Kabarole	3,617,000	3,672,000	3,342,000
Jinja	3,405,000	3,066,000	3,221,000
<b>Sub-total</b>	<b>37,472,550</b>	<b>38,716,400</b>	<b>35,279,200</b>
<b>Legal Aid</b>			
Pro Bono Lawyers / Legal assistance	18,822,251	20,000,000	25,015,825
Filing costs, travel, fees and facilitation	5,351,400	5,300,000	4,404,600
Networking	765,000	2,000,000	-
<b>Sub-total</b>	<b>24,938,651</b>	<b>27,300,000</b>	<b>29,420,425</b>
<b>Office Rent</b>			
Gulu	11,400,000	12,000,000	10,650,000
Kabale	6,000,000	6,000,000	6,000,000
Kabarole	5,400,000	6,000,000	5,700,000
Masindi	3,240,000	3,240,000	3,240,000
Jinja	2,648,389	3,000,000	2,230,938
Luzira	-	-	5,400,000
<b>Sub-total</b>	<b>28,688,389</b>	<b>30,240,000</b>	<b>33,220,938</b>
<b>Communication</b>			
Fax, postage, email	17,478,814	18,181,344	18,939,681
Kampala	6,023,355	7,800,000	9,119,381
Luzira	658,151	540,000	499,000
Gulu	645,000	685,000	495,000
Kabarole	609,420	685,000	682,616
Jinja	600,000	685,000	600,000
Kabale	575,000	685,000	464,000
Masindi	308,500	685,000	521,000
<b>Sub-total</b>	<b>26,898,240</b>	<b>29,946,344</b>	<b>31,320,678</b>
<b>Local Consultancy</b>			
Audit fees	12,744,000	12,000,000	12,213,000
Administrative expenses	-	-	91,736
<b>Sub-total</b>	<b>12,744,000</b>	<b>12,000,000</b>	<b>12,304,736</b>

**LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY**

Funded by  
**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)**

**Statement of Comprehensive Income**  
**for the year ended 31 December 2011 (Continued)**

	2011 Actual Ushs.	2011 Budget Ushs.	2010 Actual Ushs.
<b>Total Recurrent Expenditure</b>	<b>950,999,243</b>	<b>968,115,881</b>	<b>933,597,847</b>
(Deficit) / Surplus before Exchange gain	(113,823,908)	-	17,983,043
Exchange gain / (loss)	13,393,919	-	23,090,077
<b>DEFICIT FOR THE YEAR (To General Fund)</b>	<b>(100,429,989)</b>	<b>-</b>	<b>41,073,120</b>

## LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY

Funded by

NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)

**Statement of Cash Flows**  
**for the year ended 31 December 2011**

	<b>2011 Ushs.</b>	<b>2010 Ushs.</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
(Deficit) / Surplus for the year	(100,429,989)	41,073,120
Decrease / (Increase) in debtors	54,290,920	(24,905,423)
(Decrease) / Increase in creditors	(96,180,847)	130,845,050
Capital expenditure	207,380,000	53,073,500
	65,060,084	200,086,247
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of fixed assets	(207,380,000)	(53,073,500)
	(142,319,916)	147,012,747
Net movements during the year	(142,319,916)	147,012,747
Cash and cash equivalents at 1 January 2011	183,334,562	36,321,815
	<b>41,014,646</b>	<b>183,334,562</b>
<b>Cash and Cash Equivalents at 31 December 2011</b>	<b>41,014,646</b>	<b>183,334,562</b>
<b>Represented by:</b>		
Cash at Bank	40,528,146	181,936,216
Cash in Hand	486,500	1,398,346
	<b>41,014,646</b>	<b>183,334,562</b>

**LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY**

Funded by

**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)****Notes to the Financial Statements**  
**for the year ended 31 December 2011****1. LEGAL STATUS**

The Legal Aid Project is an activity of the Uganda Law Society. It is governed by a Board of Trustees, a corporate body registered under the Trustees Incorporation Act (Cap. 147, Laws of Uganda).

**2. ACCOUNTING POLICIES****2.1 Basis of Accounting**

The accounts are prepared in accordance with historical cost convention on an accrual basis.

**2.2 Depreciation**

Fixed assets are depreciated over their expected useful lives, using the reducing balance method.

The annual rates used for this purpose are:

Photocopier	33.3% per annum
Computer System	33.3% per annum
Law Literature	25% per annum (previously 33.3%)
Bicycles	25% per annum
Motor vehicles	25% per annum
Office furniture and Equipment	12.5% per annum

A Capital Fund is maintained, equal to the value of fixed assets. Depreciation is charged to this fund, and not to the Statement of Comprehensive Income.

**2.3 Foreign Currencies**

Transactions denominated in foreign currencies during the accounting period (including grants and other donations) are converted to Uganda shillings at market rates ruling at the time of the transaction. Foreign currency account balances are translated into Uganda shillings at the closing rate of exchange.

**2.4 General Fund**

Revenue grants and other income are recognised as income during the period in which they are received. Income not spent at the end of each period is added to the General Fund and carried forward to the next period.

**LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY**

Funded by  
**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)**

Notes to the Financial Statements  
for the year ended 31 December 2011 (Continued)

3. **FIXED ASSETS**

3.1 **Current Period**

	<u>Motor Vehicles</u> Ushs.	<u>Office Furniture and Equipment</u> Ushs.	<u>Photocopiers</u> Ushs.	<u>Computers and Accessories</u> Ushs.	<u>Law Literature</u> Ushs.	<u>Bicycles</u> Ushs.	<u>Motor cycles</u> Ushs.	<u>Total</u> Ushs.
<b>Cost / Valuation</b>								
At 1 January 2011	106,769,090	69,041,989	27,090,000	71,497,205	34,520,500	3,936,000	-	312,854,784
Additions	166,000,000	-	-	17,580,000	-	-	23,800,000	207,380,000
Disposals	(13,358,750)	-	-	(2,455,000)	-	-	-	(15,813,750)
At 31 December 2011	259,410,340	69,041,989	27,090,000	86,622,205	34,520,500	3,936,000	23,800,000	504,421,034
<b>Depreciation</b>								
At 1 January 2011	82,757,296	44,324,796	19,360,000	49,057,375	28,898,754	3,936,000	-	228,334,221
Charge for the year	5,814,879	3,089,649	2,574,090	6,654,948	1,405,437	-	-	19,539,003
Disposals	(12,606,470)	-	-	-	-	-	-	(12,606,470)
At 31 December 2011	75,965,705	47,414,445	21,934,090	55,712,323	30,304,191	3,936,000	-	235,266,754
<b>Net Book Value</b>								
At 31 December 2011	<u>183,444,635</u>	<u>21,627,544</u>	<u>5,155,910</u>	<u>30,909,882</u>	<u>4,216,309</u>	<u>-</u>	<u>23,800,000</u>	<u>269,154,280</u>

**LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY**

Funded by  
**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)**

Notes to the Financial Statements  
 for the year ended 31 December 2011 (Continued)

**3.2 Previous Period**

	<u>Motor Vehicles Ushs.</u>	<u>Office Furniture and Equipment Ushs.</u>	<u>Photocopiers Ushs.</u>	<u>Computers and Accessories Ushs.</u>	<u>Law Literature Ushs.</u>	<u>Bicycles Ushs.</u>	<u>Total Ushs.</u>
<b><u>Cost / Valuation</u></b>							
At 1 January 2010	88,769,090	61,761,989	19,360,000	51,433,705	34,520,500	3,936,000	259,781,284
Additions	18,000,000	7,280,000	7,730,000	20,063,500	-	-	53,073,500
At 31 December 2010	106,769,090	69,041,989	27,090,000	71,497,205	34,520,500	3,936,000	312,854,784
<b><u>Depreciation</u></b>							
At 1 January 2010	80,753,365	41,833,768	19,209,888	47,870,991	27,024,839	3,811,322	220,504,173
Charge for the year	2,003,931	2,491,028	150,112	1,186,384	1,873,915	124,678	7,830,048
At 31 December 2010	82,757,296	44,324,796	19,360,000	49,057,375	28,898,754	3,936,000	228,334,221
<b><u>Net Book Value</u></b>							
At 31 December 2010	<u>24,011,794</u>	<u>24,717,193</u>	<u>7,730,000</u>	<u>22,439,830</u>	<u>5,621,746</u>	<u>-</u>	<u>84,520,563</u>

## LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY

Funded by

**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)**

**Notes to the Financial Statements**  
**for the year ended 31 December 2011 (Continued)**

**4. DEBTORS**

The balance on this account is made up as follows:

	<b>2011</b>	<b>2010</b>
	<b>Ushs.</b>	<b>Ushs.</b>
Non-trade debtors	61,693,765	115,388,476
Prepayment	8,040,457	8,556,666
Other advances	-	80,000
	-----	-----
<b>TOTAL (To Page 7)</b>	<b>69,734,222</b>	<b>124,025,142</b>
	=====	=====

**5. CASH AT BANK**

The balance on this account is made up as follows:

	<b>2011</b>	<b>2010</b>
	<b>Ushs.</b>	<b>Ushs.</b>
<b>Barclays Bank, Uganda Limited</b>		
US Dollar Account (US \$ 514.98)	1,194,754	83,200,195
US Dollar Account (US \$ 6,995.90)	16,405,385	288,332
Ushs. Account	4,898,007	87,934,729
Ushs. Account	18,030,000	10,512,960
	-----	-----
<b>TOTAL (To Page 7)</b>	<b>40,528,146</b>	<b>181,936,216</b>
	=====	=====

**6. CASH IN HAND**

The balance on this account is made up as follows:

	<b>2011</b>	<b>2010</b>
	<b>Ushs.</b>	<b>Ushs.</b>
Kabarole	218,300	20,800
Kampala Head Office	167,200	1,136,600
Kabale	61,600	746
Masindi	15,600	-
Jinja	13,000	69,600
Gulu	10,800	170,400
Luzira	-	200
	-----	-----
<b>TOTAL (To Page 7)</b>	<b>486,500</b>	<b>1,398,346</b>
	=====	=====



## LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY

Funded by

**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)**

**Notes to the Financial Statements**  
**for the year ended 31 December 2011 (Continued)**

### 7. CAPITAL FUND

The balance on this account represents amounts expended on fixed assets as reduced by depreciation and disposals as follows:

	2011 Ushs.	2010 Ushs.
Balance at 1 January 2011	84,520,563	39,277,111
Additions to fixed assets	207,380,000	53,073,500
Disposals during the year	(3,207,280)	-
	-----	-----
Depreciation charge for the year	288,693,283 (19,539,003)	92,350,611 (7,830,048)
	-----	-----
<b>Balance at 31 December 2011</b>	<b>269,154,280</b>	<b>84,520,563</b>
	=====	=====

### 8. GENERAL FUND

The balance on this account represents accumulated surpluses / (deficits) as follows:

	2011 Ushs.	2010 Ushs.
Balance at 1 January 2011	127,173,015	86,099,895
(Deficit) / Surplus for the year	(100,429,989)	41,073,120
	-----	-----
<b>Balance at 31 December 2011</b>	<b>26,743,026</b>	<b>127,173,015</b>
	=====	=====

### 9. CREDITORS AND ACCRUALS

The balance on this account is made up as follows:

	2011 Ushs.	2010 Ushs.
Creditors	70,786,842	156,929,511
Accruals	13,219,000	23,257,178
	-----	-----
<b>TOTAL (To Page 7)</b>	<b>84,005,842</b>	<b>180,186,689</b>
	=====	=====

## LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY

Funded by

**NORWEGIAN AGENCY FOR DEVELOPMENT (NORAD)**

**Notes to the Financial Statements**  
**for the year ended 31 December 2011** (Continued)

### 10. GRANTS

Date		2011	
		US \$	Ushs.
24 January 2011	Transfer	228,792.80	526,223,440
12 October 2011	Transfer	127,305.02	346,906,179
24 December 2011	Transfer	59,602.22	144,535,383
<b>TOTAL (To Page 8)</b>		<b>415,700.04</b>	<b>1,017,665,002</b>

### 11. OTHER INCOME

Other income was received as follows:

	2011 Ushs.	2010 Ushs.
Other income	26,877,740	5,913,000
Bank interest	12,593	11,392
<b>TOTAL (To Page 8)</b>	<b>26,890,333</b>	<b>5,924,392</b>

### 12. EXCHANGE RATES

Exchange rates used during the period to convert transactions denominated in US Dollars into Uganda shillings ranged from Ushs. 2,935 to Ushs. 2,252. Foreign currency balances at 31 December were translated at the following exchange rate:

	2011 Ushs.	2010 Ushs.
1 US \$ =	2,345	2,257

### 13. TAXATION

Legal Aid Project is a non-profit making organisation and in the opinion of their tax advisors, no tax liability will accrue in respect of these accounts.

# LAP Committee Members



**Mr. Stephen Musisi**  
Chairperson LAP and ULS  
Vice President



**Mr. James Mukasa Ssebugenyi**  
President ULS and  
Committee Member



**Ms. Harriet Magala**  
ULS/LAP Treasurer and  
Committee Member



**Ms. Valentine Namakula**  
Committee Member



**Mr. Mudoi Musa**  
Committee Member



**Ms. Grace Babihuga Nuwagaba**  
Committee Member



**Mr. Aaron Besigye**  
Head Legal Aid and Pro-bono service/  
Committee Secretary



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