



# STRATEGIC PLAN (2017- 2021)

*(Theme: 'Striving for Excellence')*

## UGANDA LAW SOCIETY

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## ACRONYMS

ABA	American Bar Association
ADR	Alternative Dispute Resolution
AGM	Annual General Meeting
APRM	African Peer Review Mechanism
CDA	Canadian Bar Association
DGF	Democratic Governance Facility
EC	Executive Council
EVAMOR	Evaluation Monitoring and Research
FIDA	Uganda Association of Women Lawyers
GA	General Assembly
IEC	Information Education and Communication
ICPAU	Institute of Certified Public Accountants of Uganda
ITT	Indicator Tracking Table
JLOS	Justice Law and Order Sector
KIIs	Key informants' Interviews
KPIs	Key Performance Indicators
LAC	Legal Aid Clinic
LAP	Legal Aid Project
LG	Local Government
Log frame	Logical Framework
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MOV	Means of Verification
NBA	Norwegian Bar Association
NEPAD	New Partnerships for African Development
NORAD	Norwegian Development Agency
PDAU	Public Defenders' Association of Uganda
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOR	Terms of Reference
UHRC	Uganda Human Rights Commission
UNGBS	Uganda National Governance Baseline Survey
ULS	Uganda Law Society
UNCHR	United Nations High Commission for Human Rights
USAID/SAFE	United States Agency for International Development/Supporting Access to Justice, Fostering Equity and Peace

## FOREWORD FROM THE PRESIDENT

This Strategic Plan for the Uganda Law Society (ULS) has been developed to put in place long-term goals and objectives with measurable performance indicators over the next five years (2017-2021).

The ULS Strategic Plan (SP) (2017-2021) has been drawn taking into account the institutional mandate of the Uganda Law Society, which includes improving professional standards of conduct among its members, promoting human rights and rule of law in Uganda, among others. The exercise also entailed reviewing our previous SP (2011-2015) and the Annual Reports covering the period of that SP. It is gratifying to note that more than 70 percent of the planned interventions were implemented with good results. Notably, the financial prudence exercised in the management and preparation of all our financial accounts has enabled us get unqualified audit reports year after year. As a result, we received certificates of recognition from the Institute of Chartered Public Accountants of Uganda (ICPAU). In addition, during the previous Plan, we realized almost 98 percent of the funds estimated to support its implementation.

As we plan for the next five years, the Vision of the Uganda Law Society has been recast as follows: **“To be a Proficient Bar Association in Fostering Access to Justice, the Rule of Law and Good Governance in Uganda.”** The Mission of our Bar Association is as follows: **“To Develop a Skilled and Empowered Legal Profession in Execution of its Statutory Mandate to Foster and Improve Access to and Administration of Justice as well as Good Governance in Uganda.”** Our strategic goal is: **“Efficient Legal Service Delivery to ensure Access to Justice and Observance of the Rule of Law for Positive Social Transformation.”**

As you are all aware, the pursuit for good governance is in consonance with achievement of national development and sustainable development goals. The National Governance Baseline Survey Report (2014) underscores that **“Democratic governance is undermined where access to justice for all is non-existent, since being poor and marginalized means being deprived of choices, opportunities, access to basic resources and services and a voice in decision making.”** It is in light of this view that ULS has decided to continue with access to justice as one of the major programmatic focus areas for the new Strategic Plan. We have also elevated the rule of law as key initiative for us to engage in the next few years in line with the call by the International Bar Association that bar associations should play a central role in protecting and strengthening the rule of law.

We also intend to do more in terms of professional development by increasing learning opportunities and working closely with our partners to reduce masquerading and unethical legal practice in Uganda. The Plan will also put emphasis on institutional strengthening to better serve members as well as the beneficiaries of our interventions which are part of our social responsibility. Our efforts will also be focused on increasing our visibility, financial sustainability and staff stability.

The Strategic Plan has been conservatively budgeted. The Executive Council and Management will collaborate in mobilizing the required resources in order to achieve what we have planned in this Strategic Plan.

Let me express my sincere appreciation to the ULS Membership, the Executive Council, Management and partners and stakeholders for participating in the formulation of this Strategic Plan. This demonstrates commitment and ownership of the Plan.

For God and My Country

A handwritten signature in blue ink, consisting of a stylized 'F' followed by the name 'Gimara' written in a cursive script.

**Francis Gimara**  
**PRESIDENT OF UGANDA LAW SOCIETY**

## ACKNOWLEDGEMENT

The Uganda Law Society (ULS) has adopted a culture of developing and implementing Strategic Plans in line with the National Development Planning Framework and Vision 2040, as well as Sector (JLOS) selected direction. This Strategic Plan (2017-2021) is successor to the previous SP (2011-2015). The new SP, as its predecessor, is intended to guide and streamline the business of Uganda Law Society; to provide a basis for institutional capacity development for the members and staff to deliver on the mandate of the organization in the next five years. The Strategic Plan is also aimed at improving ULS contribution to Uganda's efforts towards good governance by virtue of the fact that it is a body established by an Act of Parliament. Secondly, the present legal, economic and social environment in the country will continue to make ULS a relevant partner in the promotion of the rule of law, human rights protection and access to justice by indigent, marginalized and vulnerable persons.

The formulation of this Strategic Plan benefitted from contributions of several stakeholders and partners. I would, therefore, like to thank the members of the Executive Council under its leadership of the Council President, who provided invaluable and insightful input to the future direction of the Society; the various members of the Society who provided useful and candid responses to the consultant team during data collection and the staff at various levels for their active participation in the formulation exercise.

I am indeed grateful to our development partners who not only supported ULS in implementing the previous Strategic Plan but also provided support to the formulation of the new Strategic Plan. Similarly, I would like to thank the Consultant Team under leadership of Mr. Samuel Jamie Ibanda for their dedication and hard work in putting together the plan document and organizing the consultative meetings to finalize the same.

It is my sincere hope that the cooperation shown during the Plan formulation will be sustained through its implementation, monitoring and evaluation stages for the benefit of the Society members and stakeholders.



**Samuel Olumo**  
**EXECUTIVE DIRECTOR**



### EXECUTIVE SUMMARY

The Uganda Law Society has formulated this Strategic Plan for the period 2017-2021 to provide a working framework for implementing strategic interventions that will contribute to its ability to deliver its mandate. This is partly in line with the requirement by the Government that all MDAs and other related stakeholders must prepare Strategic Plans aligned to the Vision 2040 and the National Development Plan (2015/16-2019/20).

The main purpose of this Strategic Plan is to guide and steer its actions towards realizing the vision of the Society in a manner that will benefit all stakeholders while addressing the key areas of its mandate during the plan period. The Strategic Plan was developed through extensive consultation with stakeholders and review of related literature.. The wide range of stakeholders included high profile personalities in the Judiciary, Law Council, the business sector, academia, professional bodies and other relevant policy makers; the management team of ULS, the present and immediate past Executive Council, the past Presidents of ULS, present and past Executive Directors and Pro Bono Advocates from Kampala, Masindi and Mbarara districts. A total of 69 out of the 93 selected respondents were consulted, which represents 74% of the selected respondents. In addition, ULS members of staff in Masindi, Mbarara and Gulu were interviewed.

The consultations were augmented by review of several documents including, but not limited to; the ULS Act and Advocates Act, ULS Annual Reports and Annual Audited Accounts Reports from 2010 and the Previous Strategic Plan (2011-2015). Reference was also made to the Strategic Plan III and the Annual Performance Reports 2013/14 and 2014/15 of JLOS. Vision 2040, the National Development Plan (2015 – 2020), the National Action Plan on Human Rights of the Government of Uganda and the Legal Aid Project annual reports were also considered, among others. The results from the consultations and document reviews informed the formulation of this Strategic Plan.

The ULS Strategic Plan (2017-2021) outlines the framework for strengthening the institution in terms of its governance, management and technical divisions. It is based on the understanding that both the members of the institutional and human capacities are complementary and need to be developed and strengthened over the plan period. In addition, acquiring financial independence and an improved working environment as well as modernizing the systems and processes, go a long way in ensuring the members and beneficiaries receive satisfactory services. A balanced scorecard methodology will be utilized to continuously track satisfaction of members, beneficiaries and staff.

This Strategic Plan takes cognizance of the international development commitments championed by the United Nations namely the Sustainable Development Goals (SDGs). In this regard, ULS subscribes to SDG 16 which requires countries to promote “Peace, Justice and Strong Institutions.” In essence, countries are urged to promote peaceful



and inclusive societies for sustainable development, provision of access to justice for all and building effective, accountable and inclusive institutions at all levels. SDGs go a long way in setting the development agenda formations world over.

The ULS Vision and Mission during the Strategic Plan (2017-2021) have been fine-tuned as follows:

### **VISION**

To be a Proficient Bar Association in Fostering Access to Justice, the Rule of Law and Good Governance in Uganda.

### **MISSION**

To develop a Skilled and Empowered Legal Profession in execution of its Statutory Mandate to foster and improve Access to and Administration of Justice as well as Good Governance in Uganda.

### **GOAL**

Efficient Legal Service Delivery to ensure Access to Justice and Observance of the Rule of Law for Positive Social Transformation.

During the period 2017-2021, the ULS Strategic Plan will be implemented so as to realize four strategic objectives namely;

1. To promote members' professional development and ethical conduct
2. To promote access to justice for Indigent, marginalized and vulnerable persons in Uganda
3. To contribute to upholding and promoting the rule of law in Uganda
4. To strengthen the institutional capacity of the ULS to become a modern Bar Association

Under each of these Strategic Objectives, outcomes and their indicators have been identified and stated; associated outputs and strategic interventions have also been given. These are expressed logically in a Results Framework (RF) to guide implementation. Annual and departmental work plans will be based on this RF. A robust Monitoring and Evaluation system will ensure results-based reporting and capturing of progress towards achieving the Plan Objectives and Outputs.

Table 1: Summary Budget by Strategic Objective (All amounts in '000s)

Description	2017	2018	2019	2020	2021	Total
<b>Budget summary for strategic plan</b>						
Strategic Objective 1: To be invaluable to members professional and business development	1,191,500	1,243,580	1,367,688	1,529,957	1,663,952	6,996,677
Strategic Objective 2: To Promote Access to Justice for Indigent, Vulnerable and Marginalized Persons	2,605,000	2,726,500	2,861,700	3,094,320	3,254,652	14,542,172
Strategic Objective 3: To contribute to the promotion of the rule of law and human rights protection	778,000	874,820	985,661	1,093,430	1,211,738	4,943,649
Strategic Objective 4: To strengthen the ULS institutional capacity become a modern Bar Association	8,716,600	12,640,900	3,655,030	1,620,573	676,970	27,310,073
Personnel Costs	2,321,664	2,580,613	2,876,190	3,216,293	3,611,408	14,606,168
<b>Total Operational Cost</b>	<b>15,612,764</b>	<b>20,066,413</b>	<b>11,746,269</b>	<b>10,554,573</b>	<b>10,418,720</b>	<b>68,398,739</b>

<sup>1</sup>This includes the cost of constructing ULS Multi-purpose House

## 1.0 INTRODUCTION AND BACKGROUND

### 1.1 Introduction

This is the second Strategic Plan of the Uganda Law Society (ULS) covering the period 2016/17 – 2019/20 . It builds on the achievements, lessons learned and experiences of the previous Strategic Plan (2011/12 - 2015/16). It is informed by extensive consultations and review of documents supplied by the ULS and from other sources within and outside of the country. This Strategic Plan is premised on ULS's commitment to contribute to promotion of good governance and poverty eradication in line with the UN Sustainable Development Goals.

### 1.2 Background about the Uganda Law Society (ULS)

The Uganda Law Society (ULS) is a body corporate established by the Uganda Law Society Act (Cap 276) of the laws of Uganda, which came into force on the 27th day of December 1956. ULS was established to fulfill a number of statutory objectives, which include, among others, improving professional standards of its members and promoting human rights and rule of law in Uganda. The objectives of ULS include:

- a) to maintain and improve the standards of conduct and learning of the legal profession in Uganda;
- b) to facilitate the acquisition of legal knowledge by members of the legal profession and others;
- c) to represent, protect and assist members of the legal profession in Uganda as regards conditions of practice and otherwise;
- d) to protect and assist the public in Uganda in all matters touching, ancillary or incidental to the law;
- e) to assist the Government and the courts in all matters affecting legislation and the administration and practice of law in Uganda;
- f) to acquire, hold, develop or dispose of properties of all kinds, whether movable or immovable, and to derive capital or income from the property, for all or any of the foregoing objects;
- g) to raise or borrow money for all or any of the foregoing objects in such manner and upon such security as may from time to time be determined by the society;
- h) to invest and deal with monies of the society not immediately required in such manner as may from time to time be determined by the society; and
- i) to do all such other things as are incidental or conducive to the attainment of the foregoing objects or any of them.

All the above statutory objectives portray the tri-mandate of ULS – firstly to its members, secondly to the government and lastly to the general public. To its members, ULS is expected to enhance professionalism and competitiveness through training and ad-

vocating for better work conditions such as remuneration and better judicial processes. To the government, as servants of court, ULS is working towards better administration of justice and better legal and policy environments through influencing laws and policies reflecting the views of the people and social conditions, because the law is a manifestation of enforceable social policy. To the public, ULS is expected to enhance access to justice by demystifying the law, promoting respect for the rule of law amongst the three arms of government and engaging in corporate social responsibility.

The ULS annual report of December 2015, indicates that ULS has been in existence for 60 years, and now operates in 12 outreach offices in Uganda<sup>2</sup>. In 2015, ULS membership was recorded at 2,206 as compared to 1,500 in 2012, indicating a growth of 47.0 percent over the three-year period. If this trend is maintained, then ULS will more likely than not, have 3,243 registered members by the end of the Strategic Plan cycle in 2021.

ULS is a member of the East Africa Law Society (EALS) which also includes Partners States of Burundi, Kenya, Rwanda and Tanzania. It also collaborates and has networking relationships with international Bar Associations such as the Canadian Bar Association (CBA), the Norwegian Bar Association (NBA), the American Bar Association (ABA) and the International Bar Association (IBA), to mention but a few. On the local scene, ULS has working relations with Norwegian Development Agency (NORAD)/ Norwegian Bar Association (NBA), Ford Foundation, USAID SAFE (Supporting Access to Justice, Fostering Equity and Peace), MacArthur Foundation, UNHCHR, the Democratic Governance Facility (DGF) and is a member of the Justice Law and Order Sector (JLOS) which is a sector-wide approach for ensuring policy and strategic coordination of justice and law enforcement reforms.

### 1.3 Uganda's National Development and Governance Agenda

Uganda is a developing country that has experienced long periods of internal unrest and periodic cycles of violent conflict since independence in 1962. In 1995 Uganda adopted one of the most progressive Constitutions in Africa. It aims, among other things, to restore democracy, good governance and a culture of human rights. Chapter 4 of the Constitution of the Republic of Uganda (1995 as Amended in 2015) is fully dedicated to protection and promotion of fundamental rights and freedoms. It also enjoins all persons and institutions to respect these rights at all times. In 2006 Uganda returned to multi-party dispensation in which Presidential, Parliamentary and Local Council elections are held on a 5-Year cycle.

Uganda is ranked 95th out of 102 countries for upholding the rule of law, according to the 2015 World Justice Project Rule of Law Index. It was also ranked at 19th position out of the 52 African countries using the Mo Ibrahim Governance Index in

<sup>2</sup>The Offices include: Head Office in Kampala, branches are in Arua, Gulu, Jinja, Kabale, Kabarole, Masindi, Mbarara, Soroti, Moroto and Patongu.

2014. This notwithstanding, the country has been experiencing a general and steady decline in the rule of law and respect for human rights and dignity. This is mirrored by flagrant cases of discrimination in the application of the law, non-compliance with court orders, executive excesses and weaknesses in the justice system. There is rampant police brutality, unlawful arrests and detentions and malicious prosecutions, among other acts of lawlessness. More so, there are interferences and omissions in the due process of the law and attacks on human rights defenders. Suspects are routinely detained incommunicado and beyond the 48 hours, contrary to the express provisions of the Constitution.

Uganda remains one of the poorest countries in the world. The country's Human Development Index is currently 0.484 and ranked 164 out of 187 countries (HDR 2014). The economy experienced sustained growth rates of between 6.2% in 1997/8 to 8% in 2007/8 and was projected to reach 7.2% by end of 2015. However, GDP Annual Growth Rate is reported to have averaged 1.06 percent from 2011 until 2016, reaching an all time high of 4.30 percent in the third quarter of 2013 and a record low of -2.70 percent in the fourth quarter of 2013<sup>3</sup>. According to the Uganda Poverty Status Report (2014)<sup>4</sup> poverty levels have declined in Uganda from 24.5% in 2009/10 to 19.7% in 2012/13. This is accompanied by significant decline in inequality from 0.426 to 0.395 during the same period. The report further notes that even though there has been good progress in general terms, there are still daunting challenges impacting the delivery of quality basic services to the people of Uganda.

The era of millennium development goals (MDGs) ended more than a year ago. The UN General Assembly adopted a new set of development commitments namely; the Sustainable Development Goals (SDGs). By this, the world adopted a new agenda for economic development that leaves no one behind and gives everyone a fair chance of leading a decent life. The agenda contains 17 (seventeen) SDGs. The seventh goal acknowledges the importance of “affordable, reliable, sustainable and modern energy for all”. Energy is essential for all the other targets, including eradicating extreme poverty, eliminating avoidable child deaths and achieving universal secondary education, more inclusive growth, gender equity and sustainable land-use. Furthermore, since good governance is a key driver for the achievement of the other SDGs, the sixteenth goal focuses on Peace, Justice and Strong Institutions, and advocates for promoting peaceful and inclusive societies for sustainable development, provision of access to justice for all and building effective, accountable and inclusive institutions at all levels. This is what Uganda Law Society contributes to.

<sup>3</sup>In Uganda, the annual growth rate in GDP measures the change in the value of the goods and services produced by the country economy during the period of a year, UBOS August, 2016

<sup>4</sup>Published by the Ministry of Finance Planning and Economic Development, with support of UNDP 2014.

#### **1.4 Role of ULS in the Achievement of the National Development Agenda (Vision 2040)**

The ULS has a statutory mandate to promote access to justice and to promote and protect human rights abuses. This mandate enables ULS to claim space in the national governance agenda which is also embedded in the Vision 2040. The tenets of ULS mandate, which principally entail promoting good governance, are thus recognized as priority development concerns to be addressed if the country is to realize its dream and goal stated above . Within the JLOS family, ULS is to contribute to enhancement of access to legal aid services particularly for vulnerable persons (rural and urban poor, women, children, elderly and persons with disabilities). Through rights promotion, ULS is also expected to protect vulnerable persons and communities, promote their participation in development initiatives and ensure accountability, inclusive growth and competitiveness in the country.

#### **1.5 Rationale for Developing the ULS Strategic Plan (2017 – 2021)**

The importance of a strategic plan for a bar association cannot be underscored. The International Bar Association publication on Benchmarking Bar Associations notes that strategic planning sets parameters against which success must be measured i.e. Identifying clear goals and objectives (as well as strategies to achieve those goals and objectives); responsibilities and timelines (such as who needs to do what and by when);and methods to monitor and evaluate. Without a strategic plan, it is difficult to measure how successful an organization has been in achieving its aims.

The strategic plan is also very important in making Uganda Law Society an independent bar. It must be recalled that the United Nations Basic Principles for the Independence of the Legal Profession, under Principle 9 provides that:

“Adequate protection of the human rights and fundamental freedoms to which all persons entitled, be they economic, social and cultural , or civil and political, requires that all persons have effective access to legal services provided by an independent legal profession”.

#### **1.6 The Process of Developing ULS Strategic Plan (2017 – 2021)**

The process of developing the ULS Strategic Plan for 2017-2021 was a highly participatory undertaking. It involved a comprehensive desk review of various documents including but not limited to; Annual Performance Reports, Audited Accounts Governance and operational manuals and the expiring SIP (2011/12 – 2015/16). A wide range of stakeholders were consulted by way of key informant interviews, and unstructured open-ended questionnaires. Those consulted included, among others, members of the Executive Council, especially personalities such as the past Presidents, past Executive Directors and the leadership of the Judiciary, JLOS, funding partners, ULS staff and top management of other public institutions .

The data and information obtained from these sources were analyzed through triangulation with the desk review information contained in a separate report. This extensive consultation process provided the opportunity to develop an understanding of the institutional governance, organizational structure and its operations in as far as implementing programs and plans of the organization is concerned. The entire exercise was back stopped by the ULS Monitoring and Evaluation Officer under supervision of the Executive Director. Other senior members of ULS management provided invaluable support in form of information sharing, and the Executive Council provided the required quality control.

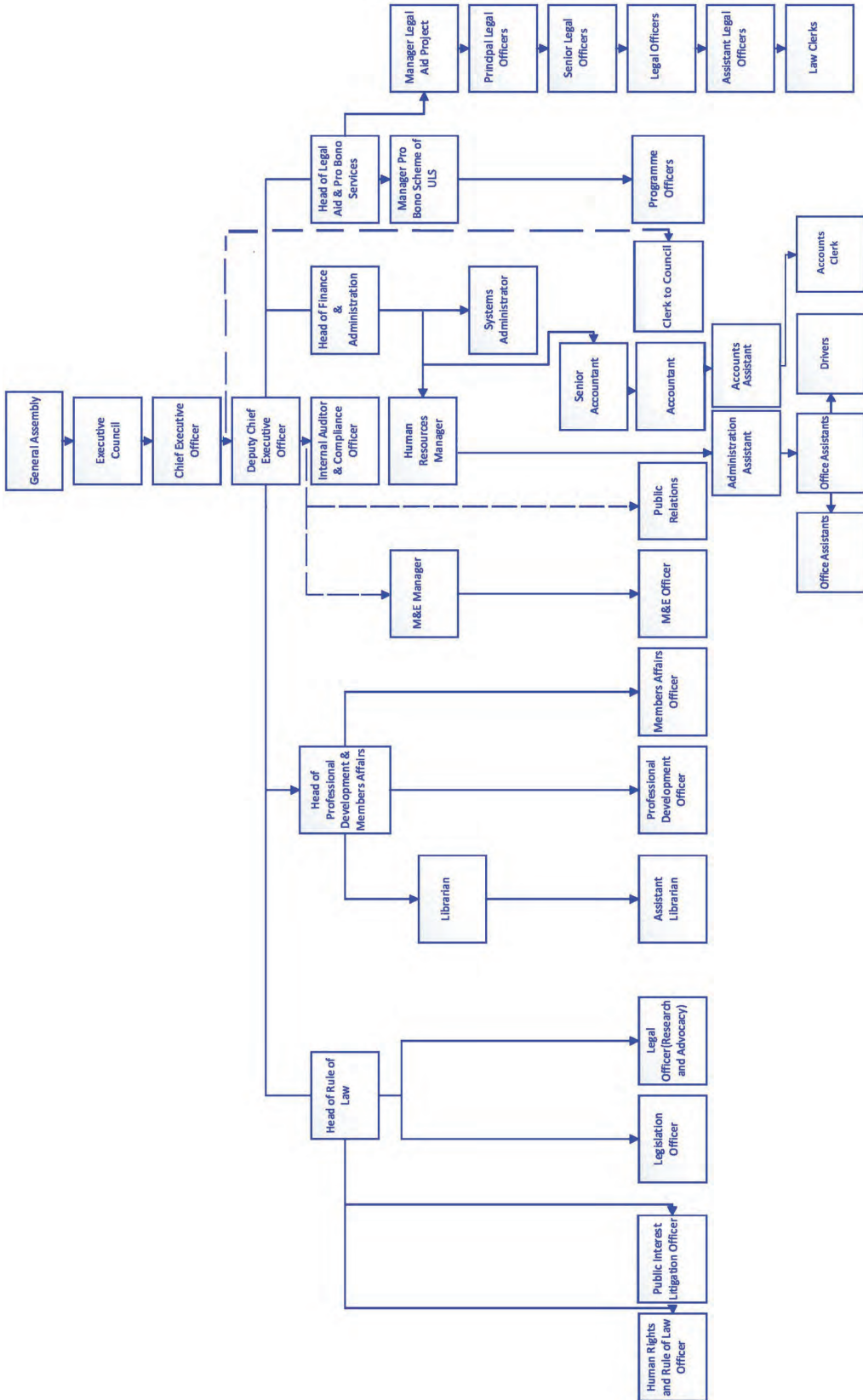


## **2.0 INSTITUTIONAL STRUCTURE AND CORE BUSINESS OF ULS**

### **2.1 ULS Institutional Structure**

ULS is governed by an Executive Council which reports to the General Assembly of the ULS membership. The Executive Council delegates its day to day activities to the Secretariat that is headed by the Executive Director, assisted by a team of fully qualified technical staff, even though there are shortfalls in terms of numbers. Currently, less than 20% of the staff is core while the balance (80%) is project-employees. ULS current organogram is configured as follows; the General Assembly comprises all paid up members of ULS, which elects the ULS Executive Council on an annual basis. Below the Executive Council is the Secretariat which is responsible for implementing the decisions of the Council and resolutions of the General Assembly. This is illustrated in Figure 1 below and explained further in the subsequent sections.

Figure 1: ULS Organizational Structure/Organogramme



## 2.2 Executive Council

The Executive Council is headed by a President who is elected by the entire membership of the Society. The Council's primary objective is to ensure that the Society is properly managed to enhance and protect the members' interests and to ensure that the Society meets its statutory obligations to all stakeholders, the profession and the law. Accordingly, the Council serves to:

- i. Adopt, approve and review corporate strategy and planning;
- ii. Monitor society performance and identify and manage risk;
- iii. Establish performance objectives/standards for secretariat, management and employees;
- iv. Ensure that appropriate policies and systems are in place to enable proper accounting, financial, audit, transparency and reporting requirements, and with the law;
- v. Establish and maintain the Society's communication policy to ensure effective communication with all stakeholders; and
- vi. Annually review, using established objective criteria, the Society's performance in order to assess and ensure the Society's future solvency, and the Council's conclusion is reported in the financial statements and annual reports.

## 2.3 Management/Office of the Executive Director/Secretariat

The Executive Director is the Head of the Secretariat. He/she is responsible for implementing the Council corporate decisions and for ensuring a clear flow of information between management and the Council. The key duties and responsibilities of the Executive Director/Secretariat are follows:

- a) Ensure effective and efficient operation of ULS Secretariat
- b) Oversee the management of ULS' resource (human, financial and logistics etc)
- c) Ensure the implementation of policies passed by Council
- d) Oversee the management and sustainable use of ULS' various assets
- e) Effective supervision and accountability of the various donor-funded projects
- f) Prepare and arrange Executive Council meetings and advise the Executive Council for the better management of ULS
- g) Design and formulate annual financial institutional budgets for approval by the Executive Council
- h) Preparation and submission of financial, activity, progress and management reports at the required frequency dealing with the operations and programs of ULS
- i) Communication of the Executive Council decisions to senior management and ensuring the effective implementation of Council Resolutions and policies at management and administrative levels.
- j) Oversee the fundraising efforts and resource mobilization to ensure financial sustainability of ULS and its programs
- k) Ensure growth of the membership of the ULS
- l) Ensure that members get value for money services

- m) Build and strengthen working relationships with relevant networks, alliances, key stakeholders to achieve the ULS mission
- n) Build a strong corporate image of ULS
- o) Any other duties as assigned by the President and the Council from time to time.

### 2.4 The Core Values/Operating Principles

Every organization operates on the basis of values or principles that guide its perspective as well as its actions. They also provide the organization with a well-spelt out set of commonly-held values cherished by its members and stakeholders. They can help an organization define its culture and beliefs. During the plan period ULS will be guided by the following values that promote unity and common purpose.

- **Equity and Member-focused:** ULS is a member-focused organization and is committed to treat all stakeholders and clients equitably and will always pursue a policy of non-discrimination at all times.
- **Professionalism:** ULS will ensure every task is performed in the best way possible and in accordance with established standards and practices even if it means extending timelines
- **Competence:** ULS will endeavour to enhance competence of its members and staff to promote the organization's ability to handle its core corporate business. It has been stated elsewhere that "An organizational core competency is an organization's strategic strength"<sup>5</sup>.
- **Integrity:** ULS is committed to acting in an honest, transparent and responsible manner in discharging its core business and roles
- **Accountability:** ULS remains accountable to its stakeholders and accepts responsibility for its decisions and actions in executing its core business
- **Efficiency:** ULS ensures that all its operations are undertaken in a manner that facilitates efficiency and effectiveness in service delivery to the stakeholders
- **Corporate Governance and Independence:** ULS is committed to adherence to principles of corporate governance at all times and to ensure separation of powers and functions between the different organs of the Society to avoid conflict and impaired performance; but will promote inter-dependence in decision-making and execution thereof.
- **Creativity and Innovation:** ULS aspires to become a learning organization that embraces change and continuously embraces creativity and innovation in order to excel in its service delivery
- **Team Work:** ULS expects team work between the staff, management and Council and will nurture a performance-driven culture in the organization

<sup>5</sup>Wikipedia Organization, the free encyclopedia, Competence (Human Resources)

### 3.0 SITUATION ANALYSIS

#### 3.1 Assessment of the Performance of ULS over the Previous Strategic Plan (2011-2015)

Over the period 2011-2015, ULS has implemented the Strategic Plan and delivered on the expected outputs which contributed to the realization of both statutory and corporate objectives. It is important to note the following results which will influence the direction of the successor Strategic Plan (2017 – 2021):

- i. There is a vibrant Secretariat headed by committed managers which is offering high level professional services to members and related stakeholders within and outside of Uganda albeit high staff turnover which creates instability in the establishment and threatens effective service delivery to the beneficiaries;
- ii. The Legal Aid Project (LAP) has been the flagship in assisting ULS in providing quality legal and advisory support services to indigent, vulnerable and marginalized Ugandans through free legal services (Pro bono basis) where over 70,000 (seventy thousand) indigent, vulnerable and marginalized persons were served by over 1,000 lawyers enrolled into the Pro bono scheme;
- iii. There has been commendable improvement in communication and engagement with the public on topical issues of legal and policy concern through various avenues including magazines and newsletter which are produced regularly, public dialogue events, research and position papers, press releases as well as radio and television talk shows. This has resulted into an increase in demand for services, especially by the indigent persons in many parts of the country. This demand has assured ULS of continued financial support from the main development partner – Norwegian Bar Association. Accordingly, more effort is required in this area.
- iv. Increased visibility of the Society within and beyond Uganda through good relations with the media, which has elevated crucial justice and rule of law issues to the public and policy makers; other initiatives for increasing visibility of ULS need to be continuously explored and utilized.
- v. Growth of membership to 2,206 in 2015 up 1,444 in 2011 representing a percentage growth of 52.8% over the last five years. If this trend is maintained then ULS is likely to have 3,243 registered members by the end of the Strategic Plan cycle in 2021. There are dissatisfactions, however, with the service products and the manner in which ULS structured the charges for membership. There are also strong feelings that ULS is no longer member-focused and that its membership is stagnating hence the need for constructive membership mobilization in the next five years.
- vi. Enabling members access researched, timely and accurate information that has enhanced the quality of legal services offered to clients. A research function in ULS needs to be enhanced and members encouraged to undertake and publish results for the benefit of others within Uganda and beyond.
- vii. Strategic investment in technology has improved service delivery to members, for

instance the ULS web-site has been revamped to provide space for members to post their profiles and brands which gives them a competitive edge nationally, regionally and internationally. Through the same space, members are able to access high quality legal education which helps them upgrade their level of knowledge and skills.

- viii. The Professional Development and Members Affairs Component, particularly the Continuing Legal Education should be continuously updated to address emerging developments within and outside Uganda as long as the issues have a legal implication; Tailored packages should be put in place for different categories of members based on their preferred professional specialization.
- ix. Through various interventions, ULS has changed lives of people and bridged the justice-inequality gaps but there is a huge number of vulnerable person who are yet to be served.
- x. The institution is challenged by limited financial base to broaden its services and reach the many vulnerable persons free of donor dictates. Financial stability initiatives need to be explored; including undertaking Public Private Partnership for constructing a multi-purpose House since ULS already owns a plot of land.

### 3.2 SWOT Analysis

Table 2 below presents the critical strengths, weaknesses, opportunities and threats influencing the operations of the Uganda Law Society, as identified in the evaluation of organizational performance.

**Table 2: Strengths, Weaknesses, Opportunities and Threats influencing the operations of ULS**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● It is an independent corporate body of advocates established by an Act of the laws of Uganda (Cap 276 of 1956)</li> <li>● ULS is recognized by the Government, regional and international partners</li> <li>● It is consulted by the Parliament and other relevant institutions on topical issues concerning public interests</li> <li>● There is exceptional support from the ULS growing membership and development partners including collaborating Bar Associations.</li> <li>● The Secretariat is run by competent, diligent experienced and committed staff who are steering the day to day running of the ULS</li> <li>● ULS is a member of Justice, Law and Order Sector and has a clear niche established by an Act of the Laws of Uganda in 1956 (Cap 276)</li> <li>● Provides Continuous Legal Education which enables members to secure or renew certificates of practice</li> <li>● Innovativeness of the members and staff</li> <li>● Computerized Legal Resource Centre and functioning on-line Library</li> <li>● Consistent high quality audits demonstrating prudence in resource management</li> <li>● ULS has a plot of land in Kampala on which it can build its office</li> </ul>	<ul style="list-style-type: none"> <li>● Inadequate funding and staffing while the volume of activities undertaken by the Society has increased</li> <li>● Limited packages or incentives to encourage lawyers employed in government to subscribe to ULS</li> <li>● Excessive workload handled amidst understaffing and workforce attrition</li> <li>● Lack of financial strategies for sustainability causing over reliance on donors</li> <li>● There is absence of computerized data base on its various work processes</li> <li>● There is no internal policy on resource mobilization; neither is there a staff position dedicated to this function</li> <li>● Negative attitudes among the members to provide Pro Bono services coupled with lack of mechanism to verify complainant members on Pro Bono</li> <li>● There is limited member commitment to the ULS Corporate Vision. There is a feeling that these need revisiting</li> <li>● Lack of capacity to enforce professionalism and ethical practice among members and non-members</li> <li>● Recycling of CLE training contents without factoring in the new areas of interest</li> <li>● Short tenure of office for the Executive Council.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>● Goodwill of international networks and partner agencies and associations providing grants and donations to ULS</li> <li>● Donors and public confidence</li> <li>● Availability of legal professionals within and outside Uganda</li> <li>● Introduction of technology and skills in the operations of the institution and among its members' business operations</li> <li>● Overwhelming demand for Legal Aid services in the country</li> <li>● Existence of government model of legal aid services provision like the Justice Centre</li> </ul>	<ul style="list-style-type: none"> <li>● Technological advances threaten ULS' ability to cope with the new innovations due to limited resources</li> <li>● Global economic volatility and unpredictability of world political events</li> <li>● Emergence of other competing priorities</li> <li>● Limited funding amidst growing demand for ULS legal aid services.</li> <li>● Young lawyers are poorly remunerated and insufficiently mentored by senior lawyers</li> </ul>



- There is a public private partnerships policy, which provides an opportunity to mobilize resources for capital investments such as offices
  - Cooperating with the government and other stakeholders e.g. Judiciary to improve the ULS Internal practice by members
  - The passing of the East African Common Market Protocol, which allows free movement of labor, including lawyers has created new avenues for partnerships and networks within the Partner States
  - There is a growing number of masquerading legal practitioners due to lack of national capacity to track and curb their illegal practicing of law
  - Political interference is reducing the independence of the Judiciary
  - The profession is being tainted by lawyers whose ethical conduct is questionable
- ULS has potential for increasing its membership if advocates who are in public sector were targeted for recruitment

### 3.3 Environmental Scanning

The Government of Uganda has underscored the centrality of good governance to the national socio-economic development process and attainment of its development objectives and targets. In 2014 the Government, with assistance of the United Nations Development Program (UNDP) conducted a National Governance Baseline Survey to generate baseline data on governance indicators. This report augmented the ongoing efforts by the African Peer Review Mechanism (APRM) and covered six major sub-themes of the governance concept, namely; human rights, access to justice, access to information, democracy and decentralization, political representation and participation, and transparency and accountability. The Report recognizes that access to justice is intrinsically linked to the promotion and protection of human rights in the sense that while it is an independent human right, it is equally a crucial means to defend the other rights.

#### 3.3.1 Political Situation

Politically, Uganda is acclaimed to have a progressive Constitution that came into force in 1995 and has undergone a series of amendments with the most recent being that of 2015. The country ushered in a multi-party dispensation which has resulted into the establishment of a large number of registered political parties, pressure groups as well as registered Civil Society Organizations. Uganda is exemplary in formulating good policies and laws but falls short of effectiveness in implementing the same for the benefit of Ugandans.

Nevertheless, a number of governance challenges tend to threaten efforts towards establishing and entrenching good governance which is in line with international principles. Some examples can be cited. First, there is a less than credible electoral process which is responsible for growing tensions arising from contaminated election results. Second, there is political intolerance which is leading to increasing abuse of human rights. Thirdly, the country is experiencing escalating grand and petty corruption which

is treated with limited punitive measures. Lack of transparency and accountability creates apathy and a sense of resignation in the general populace. There are also regional, ethnic and gender tensions. There are tendencies to weaken civil society and national institutions which in effect reduces effectiveness and efficiency in service delivery at all levels.

### 3.3.2 Economic and Social Situation

According to the UBOS Population and Housing Census Report (2014), the population of Uganda is projected to grow from 35.8 million in 2015 to 46.7 million in 2025 at the rate of 3.03 percent per annum. Of the 35.8 million people, 48.6 percent are male while 51.4 percent are female. The growth in population has implications for accessibility to services such as food, housing, clothing, power and energy, health and medical facilities and personnel, infrastructure, transport, communications, legal services, education and administration among others.

Although Uganda made significant social and economic progress in the last two decades, the country remains one of the poorest in the world with 75.6% of the population living on less than \$2 a day. It is noted however, that Uganda's Gross Domestic Product grew at an average annual rate of 7.1% from 1992 to 2011, well above the Sub-Saharan average (African Development Bank 2013). The high rates of growth were attributed to the rise of a dynamic service sector. However, between 2011 and 2012 Uganda's GDP fell to 3.2% (African Development Bank 2013) due to a combination of internal and external factors (including high population growth, a decrease in export performance and high inflation) that have affected the country thus reducing economic activity therein. The GNI<sup>6</sup> was estimated to be about \$670 in 2015 and its ranking was 178th among the 196 countries around the globe. The GNI per capita is reported to have increased by about 125 percent between 1985 and 2012<sup>7</sup>. Between 1980 and 2012, Uganda's life expectancy at birth increased by 4.4 years, mean years of schooling increased by 2.8 years and expected years of schooling increased by 7.2 years .

According to Uganda's Poverty Status Report 2014<sup>8</sup>, national poverty rate fell to 19.7 percent in 2012/2013 financial year from 24.5 percent in 2009/2010. In the rural areas poverty is reported to have declined by almost two-thirds to 22.3 percent in 2012/2013 from 60.4 percent in 1992/1993. Poverty and vulnerability remain above national averages in Northern Uganda with high youth unemployment, gender inequality, lack of access to basic services and amenities and low economic development in general. The report further shows that there was a significant increase in middle-class to 37.0% in 2012 from 10.2% in 1992. This notwithstanding, 43 percent of Ugandans were esti-

<sup>6</sup>The GNI per capita is the dollar value of a country's final income in a year, divided by its population. It reflects the average income of a country's citizens

<sup>7</sup>Uganda Human Development Report 2013

<sup>8</sup>Ministry of Finance Planning and Economic Development, Poverty Status Report, 2014: Structural Change and Poverty Reduction in Uganda (December 2014)

mated to be at the risk of falling back into poverty in the event of economic shock. Overall inequality is reported to have significantly declined from 0.426 in 2009/2010 to 0.395 in 2012/2013. In terms of human development, Uganda's HDI value for 2014 was 0.483 which puts the country in the low human development category; this index however has increased significantly from 0.285 in 1980 at an annual average of 1.56 percent<sup>9</sup>.

### **3.3.3 Legal/Policy Framework**

A number of external drivers influence the operations of Uganda Law Society. They include international conventions and treaties, regional protocols and domestic laws and policies.

At the international level, Uganda has ratified several legal instruments establishing a legal foundation for a criminal defendant's right to legal aid and they include the International Covenant on Civil and Political Rights, the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women, and the Convention against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment.

At the regional level, Uganda is a signatory to regional instruments that affirm the right to a fair trial, the right to legal aid and the principles and guidelines governing legal aid in a number of Declarations. These include the African Charter on Human and People's Rights which recognizes the right of women to access judicial and legal services including legal aid. The African Commission of Human and People's Rights through the Lilongwe Declaration also confers obligations on the Government to recognize and support basic human rights including access to legal aid for persons in the criminal justice system.

At the domestic level, there are a number of legal instruments that guarantee and protect human rights and freedoms namely; the Constitution of Uganda 1995 (as amended in 2015). Article 28(3)(e) of the Constitution provides free legal representation in cases where the maximum penalty is death or life imprisonment and Article 50(2) of the same Constitution enables legal service providers to institute public interest cases to protect the rights of the minority. The Government also enacted the Poor Person's Defense Act Cap 20 which also provides for legal aid but is limited to criminal proceedings only, which makes it exclusionary. There is also the Advocates Act Cap 267 as Amended by Act No. 27 of 2002 and Regulations made there under which empowers the Law Council to supervise and control legal aid provision in the county. This is strengthened by the Advocates (Legal Aid Services to Indigent Persons) Regulation No. 12 of 2007 which established general rules governing the provision of legal aid services. In addition, there is the Advocates (Pro Bono Services to Indigent Persons)

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<sup>9</sup>UNDP Global Human Development Report, 2015

Regulations No. 39 of 2009 which enjoins all advocates to provide Pro Bono services for at least 40 hours a year or pay money in lieu thereof or risk denial of license renewal. The Law Council requested the Uganda Law Society to implement the Pro Bono Scheme in 2008 as a pilot project. This initiative is currently closely associated with ULS Legal Aid Project and managed by ULS.

In conclusion, while all the above listed laws provide for legal aid services, none of the laws recognizes legal aid as a right. The state has not yet approved Legal Aid as a policy or established mechanisms for coordination among key actors, monitoring and evaluation as well as strict enforcement of regulations governing legal aid service provision.

### **3.3.4 Technological Advancement**

We are now living in an era of technological change (call it revolution). The rise and use of information communication technologies (ICTs) especially in the area of communication has a number of advantages to the legal professionals: it is faster and more accessible; it brings together individuals and persons for mutual benefit; it promotes education and learning opportunities; local professionals are able to consult with their international colleagues in a speedy manner; and there will be enhanced efficiency in the work place and improved service delivery.

In Uganda, technology has been embraced by Government as the engine for economic growth and development, and it is noted to be making significant contribution to the country's economic trajectory, judged especially through the growth of mobile devices and services, information processing and sharing capabilities. According to the Uganda Communications Commission (UCC), there were over 4.6 million internet users in Uganda by end of 2011 (implying 13 percent of the country's estimated population of 34.5 million). With more connectivity through the internet or mobile phones, access to justice by indigent, vulnerable and marginalized persons, especially those living in remote areas, will be enhanced.

### 3.4 Stakeholder Analysis

ULS is a member of the Justice Law and order Sector (JLOS) which is a dynamic entity that consists of institutions committed to contribute to protection of human rights, maintenance of the rule of law, constitutionalism and good governance in general. The member institutions include:

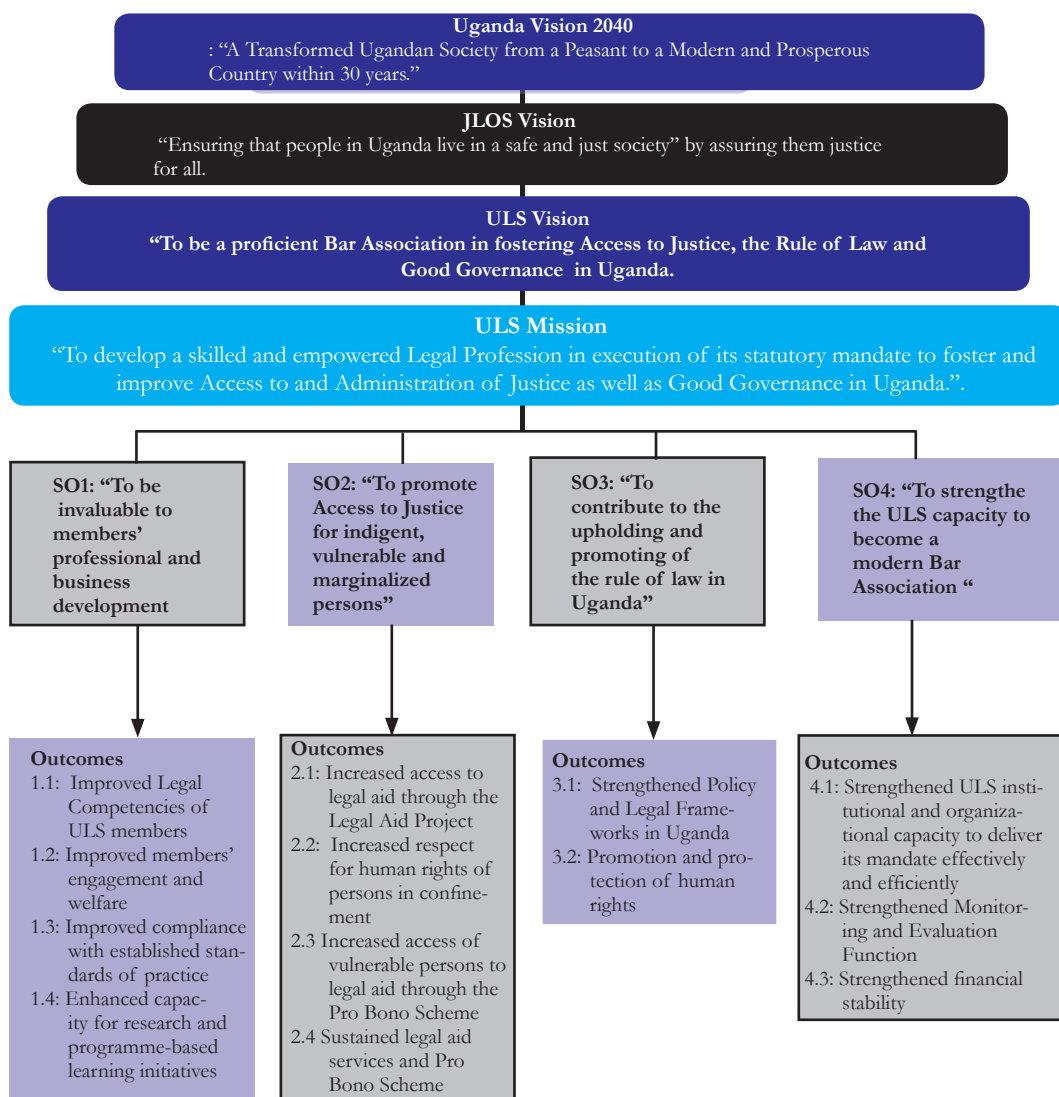
**Table 3: Institutions of Partnership with ULS in JLOS**

Partners that ULS collaborates with	Areas for collaboration
<b>Justice Law and Order Sector – JLOS Institutions</b>	<ul style="list-style-type: none"> <li>• Strengthening the rule of law</li> <li>• Observance of human rights</li> <li>• Access to justice including legal aid and Pro Bono services</li> <li>• Advocacy and lobbying</li> <li>• Professional development of legal practitioners</li> </ul>
<b>Development partners</b>	Providing financial and technical assistance; advocacy and lobbying; research and publications
<b>The media</b>	Communication and public information on law and policy making processes to the masses. It is also a whistle blower
<b>The IGG</b>	To enhance the rule of law, accountability and transparency, Constitutionalism and good governance
<b>The Parliament</b>	ULS and Parliament collaboration during law making process In this respect ULS supports parliamentarians on the process of law making to ensure that the laws passed promote good governance and rule of law in particular.
<b>Other Bar Associations such as the International Bar Association and the East Africa Law Society</b>	Partnerships and networking; capacity building; publications and joint ventures to promote competencies and ethical conduct of members
<b>Legal aid service providers: LASPNET, FIDA, PDAU, CEPIL and others</b>	Partnering and networking for increasing access to justice by vulnerable persons
<b>General Public</b>	Partnership and networking and identification of beneficiaries
<b>NGO Forum and associated NGOs</b>	Through the Uganda Governance Monitoring Platform (UGMP) established in 2004 as a coalition of NGOs united to monitor trends in governance in Uganda and Africa at large, the areas of collaboration include: research and publications, lobbying and advocacy, continuous civic engagement and civic education Referral ship for indigents; Advocacy and lobbying; sharing lessons and challenges
<b>Universities / Academia</b>	Research and publications; Partnership and networking; and Professional development of legal advocates
<b>Religious and traditional/cultural leaders</b>	Partnership and networking

## 4.0 STRATEGIC DIRECTION

### 4.1 Strategic Framework

Figure 2: Conceptual Framework of ULS Strategic Plan (2017-2021)



The figure above illustrates the conceptual linkages between the ULS Mandate vis-à-vis the Sector and national Vision 2040. The rest of the section presents the Strategic Direction of the Uganda Law Society over the plan period 2017 – 2021. It outlines the Strategic Objectives, Outcomes/Indicators, Outputs and Interventions that will be implemented to realize the expected output and outcome results.

After thorough analysis of the information and data available, there was overwhelming conclusion that the future Strategic Direction of Uganda Law Society, at least in the next five years will be focused on the following Key Result Areas (KRA's):

- A. Access to justice by indigent, vulnerable marginalized persons;
- B. Competency enhancement for members of the legal profession;
- C. Promotion of the Rule of Law and Human Rights Protection
- D. Institutional Capacity Development of ULS to improve its effectiveness and efficiency

These KRA's formed the basis for crafting the strategic objectives and the related outcomes, outputs and interventions that will be implemented over the five years of the Strategic Plan.

### 4.2 Strategic Objectives

#### **Strategic Objective 1: To be Invaluable to Members' Professional and Business Development**

According to the ULS Act one of the statutory objectives is to maintain and improve the standards of conduct and learning of the legal profession in Uganda. Even though the responsibility of maintaining the standards of conduct lies with the Law Council, ULS remains one of the interested parties in the behavior and practice of legal professionals in Uganda. As a result, the Continuing Legal Education Programme was introduced in the previous Strategic Plan cycle. In view of its critical importance, this programme remains relevant even in this Strategic Plan period. This objective will require ULS to strengthen research and programme based learning/innovations for both members and staff.

#### **Outcome 1.1: Improved Legal Competencies of ULS members**

##### **Outcome Indicators;**

- Improved quality of legal services provided by ULS members
- ULS perceived as a center of excellence
- Increased proportion of specialized lawyers' firms
- Functional exchange programme for young lawyers and women lawyers
- Proportion of young lawyers mentored
- Proportion of ULS members empowered with leadership skills
- Members active participation in programme-based learning initiatives

##### **Expected Outputs**

The expected outputs under this strategic objective will include: capacity needs assessment conducted; training programme/plan prepared; training events conducted for legal professionals on ethical conduct and standards of practice; enhanced quality and efficiency of legal services to clients; number of young lawyers mentored increased;



number of knowledgeable members increased; number of lawyers' firms providing specialized legal services; number of members with enhanced professional competencies; active participation of members increased.

**Strategic Interventions:**

- a. Review and update the Continuing Legal Education Programme
- b. Regularly update the ULS web-site with new relevant information
- c. Operationalize e-Library and introduce e-Learning
- d. Conduct training on various areas of legal competence
- e. Negotiate for exchange programs with international Bar Associations for the young and female lawyers
- f. Design and implement relevant tailored training programmes in line with members preferences
- g. Operationalize the mentoring programme to benefit new members

**Outcome 1.2: Improved Members' Engagement and Welfare**

A review of the previous SP revealed that members were getting dissatisfied with, and were questioning, the relevance of their membership to the ULS. Specifically, there was a feeling that there is limited focus on members ,as compared to the clients they serve. This has resulted into a gap between members and the Secretariat, which is demonstrated by poor response to initiatives by ULS.

**Outcome Indicators;**

- Increased members' participation in programme-based training initiatives
- Improved members' welfare and fellowship
- Improved service delivery to members – renewal of licenses etc
- Increased access to many services negotiated on behalf of members by ULS

**Expected Outputs**

At the end of the Strategic Plan, the following outputs will have been realized: increased Members' participation in the activities of ULS; operational e-Library and number of users increased; Active Members' providence scheme ; members' capacity needs will be established and regularly updated; increase in number of members that will have been trained on areas of their preference; more members will be using the web-site on regular basis; enrolment will be increased; ULS producing and publishing IEC materials to benefit members; more research projects undertaken by members and published by ULS; better service delivery to the members.

**Strategic Interventions;**

- a) Hold regular information sharing and updates to all members
- b) Identify and organize programme-based events
- c) Establish members' welfare needs and design appropriate packages
- d) Establish a Members' Affairs Desk
- e) Conduct survey on terms and conditions of lawyers employed by the private sector
- f) Conduct review of members' subscription fees on annual basis
- g) Conduct regional consultative meetings/workshops on emerging issues affecting the profession.
- h) Organize Senior Lawyers' and Young Lawyers' Forums regularly at least once a quarter
- i) Build capacity of regional clinics to manage members' affairs

**Outcome 1.3: Increased Compliance with Established Standards of Practice**

This outcome focuses on members' compliance with established standards for the legal practice which helps to protect the profession from abuse and contempt. ULS will regularly compile information on non-compliance and publish on its web-site; this will also be an avenue for publishing those members with exemplary records of compliance.

**Outcome Indicators;**

- Reduction in the proportion of ULS members faulting established standards of practice

**Expected Outputs**

The expected outputs from these interventions will include: legal professionals sensitized on ethics and other standards of legal practice; compliance reports produced and disseminated in a timely manner; reported cases of unethical practice among ULS members reduced; number of refresher events conducted increased. There will also be increased public confidence and trust in the legal profession.

**Strategic Interventions;**

- a) Compile, Update and Upload lists of licensed and compliant members on the ULS web-site
- b) Organize Bar-Bench Forums to review the standards of practice and justice delivery should be one of the interventions.
- c) Ensure members attend partnership forums such as the EALS conferences
- d) Organize regular inter Law Society tours to benchmark regional best practices to enhance quality of legal practice

### **Outcome 1.4: Enhanced Capacity for Research and Programme-based Learning Initiatives**

#### **Outcome Indicators;**

- Improved quality of research studies produced by ULS members and staff
- Enhanced legal research and analytical skills among ULS members

#### **Expected Outputs**

The expected outputs will include; special budget line for research and development with adequate funding created; number of publications and innovations increased; quality research materials produced and disseminated increased; number of users of ULS research reports increased; number of research studies carried by ULS members increased; number of research studies by ULS members completed and published; demand for ULS research publications increased; research publications widely accessed by users both within and outside Uganda.

#### **Strategic Interventions;**

- Conduct legal research studies on relevant areas of interest (at least 2 annually)
- Document and publish lessons learned and best practices on regular basis
- Create a special research budget line to support members' research initiatives
- Upload research studies on ULS web-site and monitor number of users on regular basis.

### **Strategic Objective 2: To Promote Access to Justice for Indigent, Vulnerable and Marginalized Persons**

Access to justice especially by indigent, vulnerable and marginalized persons still remains a priority of the JLOS and actions in this area have seen growth in case disposal from about zero to over 25,000 as reported under the JLOS Annual Performance Report (2014/2015). While Uganda is striving to reduce poverty, about 25% of Ugandans are living below the poverty line.

During the Strategic Plan period ULS will realize the following strategic outcomes that will contribute to national efforts towards access to justice by Uganda's indigent persons. The intention is to continue with the on-going Legal Aid and Pro Bono Scheme since these two have yielded remarkable results.

### **Outcome 2.1: Increased Access to Quality and Advisory Support Legal Aid Services by Indigent, Marginalized and Vulnerable Persons through Legal Aid Project**

#### **Outcome Indicators;**

- %percentage increase in access to justice through legal aid services by indigent, vulnerable and marginalized persons
- Increase in the capacity of ULS Secretariat to provide legal aid services

#### **Expected outputs**

The following outputs will be realized through the duration of the Strategic Plan: number of clients accessing legal aid services through LAP increased; number of cases handled and completed in courts of law; number of legal aid clinic opened; number of cases resolved through ADR increased; number of legal staff working for LAP increased; number of clients advised through toll free telephone calls; number of walk in clients given legal advice; and number of clients trained on self-help representation .

#### **Strategic Interventions;**

- Provide legal representation to the indigent marginalized and vulnerable persons
- Establish additional legal aid clinics each year to deliver Legal Aid Services
- Support resolution of cases through alternative dispute resolution (ADR) mechanisms
- Establish mechanism for collaboration with institutions involved in dispensation of court cases
- Advocate for Government approval and implementation of the legal aid policy

### **Outcome 2.2: Increased Access to Quality and Advisory Support Legal Aid Services by Indigent, Marginalized and Vulnerable Persons through Pro Bono Scheme**

#### **Outcome Indicators;**

- % percentage increase in the number of cases resolved through Pro Bono scheme
- Increased proportion of clients accessing legal aid services through Pro Bono scheme
- Increase in the capacity of ULS Secretariat to support Pro Bono scheme

#### **Expected Outputs**

The following outputs will be realized: number of ULS members providing Pro Bono services; number of cases handled and completed in courts of law; number of cases handled and completed through ADR; number of clients given legal advice through

Pro Bono; number of cases followed up; number of Mobile clinic outreaches conducted; number of pro bono lawyers participating in mobile clinics; number of cases identified during mobile clinics; number of radio talk shows held; number of IEC materials developed printed and disseminated; number of duty counsel stations; number of advocates offering duty counsel services; number of clients assisted through duty counsel scheme; number of partnership meetings with partner institutions; number of MOUs signed with collaborating partner institutions; number of cases referred from partner institutions; capacity building needs for Pro Bono advocates identified and assessed; capacity of Pro Bono advocates enhanced; number of staff trained; logistical supplies availed in time; number of advocates attending the Pro Bono day; number of community members attending Pro Bono day; number of sensitizations on Pro bono held; number of law students participating in the sensitizations; number of law students participating in Pro bono activities; packages of memorabilia for Pro Bono lawyers; and packages of memorabilia for law students

**Strategic Interventions;**

- Enroll ULS members into Pro Bono Scheme of ULS
- Identify and allocate cases for handling through pro Bono
- Conduct public sensitization to create awareness about Pro Bono services;
- Collaborate with institutions involved in access to justice
- Build capacity of advocates to handle Pro Bono clients through ADR
- Provide staff with the required skills to efficiently run the Pro Bono scheme
- Adequately equip ULS branches and clinics for effective service delivery and supervision
- commemorate Pro Bono day every year
- Endear ULS members and law students into Pro Bono services

**Outcome 2.3: Increased Respect for Human Rights of Persons in Confinement**

**Outcome Indicators;**

- % percentage increase in levels of awareness of human rights among persons in confinement.

**Expected Outputs**

The following outputs will be realized: number of prisons visited increased; number of prisoners attended increased; number of radio/TV talk shows hosted increased; and number of IEC materials produced and distributed

**Strategic Interventions;**

- Carry out visits to prisons and other places of confinement
- Carry out sensitization programme through radio/TV Talk shows on rights of persons in confinement

- Prepare, produce and distribute IEC materials on prisons and prisoners' conditions
- Follow up agreed actions on prison decongestion and improved prisoners' welfare

### **Strategic Objective 3: To promote the Rule of Law and Human Rights Protection**

The ULS Act, under S.1 (d) mandates ULS to protect and assist the public in Uganda in all matters touching, ancillary or incidental to the law and also requires ULS to assist the Government and the courts in all matters affecting legislation and the administration and practice of law in Uganda under S.1(e). In this regard, Uganda Law Society, being one of the key stakeholders in defending the rule of law, is rolling a more proactive approach on issues relating to the rule of law with the aim of roll back acts of impunity and promoting the rule of law broadly. This will entail creating strategic partnerships with other relevant JLOS institutions and other stakeholders. It will require ULS to carry out research, produce and share evidence-based position papers that would highlight weaknesses in the rule of law and provide practical recommendations for the attention of decision makers.

#### **Outcome 3.1: Strengthened Rule of Law Frameworks in Uganda**

##### **Outcome Indicators;**

- ULS contribution to processes of building a stronger foundation for the rule of law in Uganda
- Increase in Ugandan public awareness about the rule of law – human rights and human dignity
- Increased ULS capacity for Legal research, documentation and publications
- Increased respect for the separation of powers and space for governance institutions

##### **Expected Outputs**

The expected outputs will include: Number of Policies and Laws approved with ULS input; Number of consultative stakeholder engagements organized; Number of position papers drafted and presented to inform policy and law reform; Annual Rule of Law Events held including: Commemoration of an Annual Rule of Law Week; Annual State of Rule of Law Report produced and published by the ULS each year; An advisory and mediation system on issues of constitutionalism and rule of law established; An early warning mechanism for rule of law breaches and requisite policy and legal reforms; Strategic and public interest litigation initiated and conducted; Public dialogue and consultation events held/attended; A functional Coalition in support of the Independence of the Judiciary and legal profession established.

**Strategic Interventions;**

- Advocate for establishment of a functional mechanisms for strengthening rule of law in Uganda
- Organize events to commemorate the Rule of Law including; Rule of Law Symposium, Rule of Law week, High-Level Stakeholders’ Breakfast once a quarter and Annual Rule of Law Walk/Run,
- Hold public awareness sessions on the rule of law, legal processes and the role of the legal profession in promoting good governance

**Outcome 3.2: Contributing to the Promotion and Protection of Human Rights**

This strategic outcome is intended to ensure ULS focus on its third area of its mandate, i.e. the promotion and protection of human rights. It is noted that ULS is not singularly responsible for preventing human rights abuses of particularly the indigent persons in Uganda. However, its contribution will make a significant difference to its members and beneficiaries. The core contribution will revolve around sensitization and handling and referring reported cases of abuses to relevant responsible institutions.

**Outcome Indicators;**

- Proportion of vulnerable persons aware of their rights and obligations
- Proportion of vulnerable persons reporting cases of abuse of human rights
- Annual Rule of Law and Human Rights Awards to organizations and individuals

**Expected Outputs**

The expected outputs will include the following: Public sensitized on rule of law and human rights; cases of human rights abuse reported to relevant authorities increased; recognition awards to organizations and individuals for promoting the rule of law and human rights.

**Strategic Interventions;**

- Support the implementation of the National Action Plan on Human Rights (NAPHR)
- Increase awareness of the public on the rights and obligations of vulnerable persons
- Refer reported cases of human rights abuse to the relevant institutions for further management
- Establish a panel to process organizations and individual for award of rule of law and human rights awards
- Produce awards for promoting the rule of law and human rights



#### **Strategic Objective 4: Strengthen the ULS Capacity to become a Modern Bar Association**

For ULS to achieve this objective, it needs to not only improve on its financial but also other non-financial resources such as human capacity and operational systems. It is also important to note that while the mandate covers access to justice, rule of law and promotion of human rights, it is only access to justice which has assumed prominence over others. The society is further constrained by high staff turn-over due to poor terms and conditions of service, even though the demand for its services has increased over time especially for legal aid and Pro Bono services which have been appreciated by the general public, according to the evaluation/status report. There are essential functions such as Resource Mobilization, Internal Audit, Policy and Advocacy, Human Rights, Rule of Law and Public Relations that need to be considered in projecting an effective image of the Uganda Law Society.

#### **Outcome: 4.1: Strengthened ULS Institutional and Organizational Capacity to deliver its Mandate Effectively and Efficiently**

This outcome requires the institution to conduct its organizational capacity assessment including skilled human resource (terms and conditions of service), operational systems review etc and have adequate and sustainable financial resources to enable it perform its mandated statutory roles and responsibilities.

#### **Outcome indicators;**

- Continued adherence to corporate governance culture and practice

#### **Expected Outputs**

During the next five years the following outputs will be realized: Committees of Council reconfigured and Functional; Corporate Governance training manuals in place; EC Calendar prepared and implemented every year; ULS governance and other operational policy manuals developed and implemented; Number of unimplemented resolutions carried over from one EC to the next EC.

#### **Strategic Interventions;**

The following strategic interventions will be implemented over the next five years of the Strategic Plan:

- Improve the operations of the Executive Council and Management of ULS
- Implement decisions of the Executive Council and the General Assembly
- Conduct Corporate Governance training for Council members and top management

**Outcome Indicators;**

- Improved institutional capacity

**Expected Outputs**

The expected outputs under this strategic objective will include the following: an organization-wide institutional assessment conducted; number of recommendations from the organizational assessment implemented; terms and conditions of service for ULS staff reviewed and recommendations implemented; staff equipped with better working tools and office facilities; staff capacity developed and upgraded to better serve the members and the general public interest; organizational risk management and continuity plan developed and implemented,

**Strategic Interventions;**

- Review and harmonize the ULS Act and Advocates,
- Carry out institutional capacity assessments (including Secretariat terms and conditions of service)
- Conduct periodic satisfaction survey for members, staff and beneficiaries
- Formulate and approve existing draft internal governance policies and manuals,
- Recruit staff with the requisite skills and experience for the vacant posts
- Increased capacity of ULS Secretariat to implement programmes and projects for the benefit of members and the general Ugandan public

**Outcome 4.2: Strengthened Monitoring and Evaluation Function**

M&E enhances the effectiveness of the institution by clearly establishing performance indicators and targets that must be realized across the respective organs and departments of the organization. Therefore, to track and assess the progress in the implementation of the Strategic Plan, an institutional Monitoring and Evaluation (M&E) System will be developed and implemented. Under this outcome, the following outcome indicators will guide implementation.

**Outcome Indicators;**

- Functional M&E System in place
- Improved staff members' and beneficiaries' satisfaction with ULS services

**Expected Outputs**

The expected outputs under this strategic objective will include the following: Number of performance evaluations conducted and results-based reporting culture adopted.

**Strategic Interventions;**

- Develop and operationalize Results-based M&E System
- Sensitize staff and management/executive council on the developed M&E System
- Conduct annual reviews, mid-term and end of Strategic Plan evaluations
- Conduct annual satisfaction surveys of members and beneficiaries

**Outcome 4.3: Strengthened Financial Stability and Management**

**Outcome Indicators;**

- Increased resource base for ULS
- Timely and quality financial reporting and value for money maintained

**Expected Outputs**

Under this outcome the following outputs will be achieved: ULS financial stability plan formulated and implemented, resource mobilization strategy developed and operationalized; construction of Multi-purpose building initiated

**Strategic Interventions;**

- Develop and implement a resource mobilization strategy
- Develop and implement Business Development Strategy/Plan for ULS
- Mobilize resources and initiate construction of the ULS Multi-purpose building

### 4.3 Implementation Arrangements

The activities outlined in this Strategic Plan will be core to the day-to-day business of the Uganda Law Society – both the Executive Council and the Secretariat. The former, headed by the Executive Council President, has the responsibility for providing ULS with the institutional and organization administration and strategic policy guidance to the Uganda Law Society. The latter, headed by the Executive Director, is directly responsible for implementing the policies, plans and programmes approved by the Executive Council (on behalf of the General Assembly). In carrying out these responsibilities, the Secretariat is supervised and guided by the Executive Council with the support of its various Committees .

In essence, the Executive Council will ensure this Strategic Plan is successfully implemented as planned. In this regard, the Council will review and approve the annual work plans/budgets and maintain oversight on the utilization of resources in the implementation of this Plan. The Secretariat will assign responsibilities to the various Departments for implementing relevant interventions specified in the Strategic Plan.

The ULS will continue establishing strategic partnerships to be able to solicit professional and technical support for the purpose of filling gaps in availability of various types of resources; for example, research publications; financial resources in form of projects and external travel sponsorships, among others for the benefit of members, staff and beneficiaries.

## 5.0 MONITORING AND EVALUATION RESULTS-BASED FRAMEWORK

### 5.1 Objectives and Types of Monitoring and Evaluation

Under the leadership of the Executive Director the Secretariat and its various Departments will be directly responsible for the implementation of interventions and the successful realization of the Strategic Plan. The ULS SP will be subject to monitoring every quarter through meetings of the Executive Council during which management reports will be reviewed and decisions made. The reports will contain information on progress in implementing relevant SP activities falling under their direct portfolios indicating what was planned and what was achieved during the particular quarter. Variances will also be explained and plans for addressing any shortfalls indicated as well, to set the start of the next report. The reports of the various departments will be amalgamated into one management report.

Apart from quarterly reports, the Secretariat under the leadership of the ED, shall prepare annual reports for presentation to, and review by, Executive Council to ensure adherence to the Strategic Plan. The annual review will provide an opportunity for annual performance assessment of the organization and its constituent departments. The approved annual reports shall be disseminated to all stakeholders and partners for information and increased visibility of ULS.

Finally, the SP will be subject to a **mid-term evaluation** (i.e. during YF 2018/19) to determine the continued relevance of the SP, extent to which objectives are being realized and to identify any challenges hindering achievement of the objectives, management of resources and benefits to the beneficiaries. Towards the end of the Strategic Plan period, the ULS Plan will be subjected to a **full in-depth evaluation** to assess its impact and contribution to national outcomes on members, staff and the institution as a whole. The mid-term and end-of plan evaluation will be conducted by independent consultants commissioned by the Executive Council.

6.0 ULS RESULTS FRAMEWORK (2017-2021)

**Vision:** To be a Proficient Bar Association in Fostering Access to Justice, the Rule of Law and Good Governance in Uganda.

**Mission:** To Develop a Skilled and Empowered Legal Profession in Execution of its Statutory Mandate to Foster and Improve Access to and Administration of Justice as well as Good Governance in Uganda.

**Goal:** Efficient Legal Service Delivery to ensure Access to Justice and Observance of the Rule of Law for Positive Social Transformation

**Strategic Objective 1: To be Invaluable to Members Professional and Business Development**

Outcome	Outcome Indicators and Targets	Strategic Interventions (activities)	Specific activities	Expected Outputs	Output Indicators
1.1 Improved Legal Competencies of ULS members	Improved quality and efficiency of legal services provided by ULS members	Review and Update Continuing Legal Education Programme	Conduct capacity needs assessment for members of ULS; Design and implement relevant tailored/categorized training programmes;	Capacity needs assessment conducted Training events organized Members' professional competencies increased	Needs Assessment Report Members' Training Plan Document Number of members with enhanced professional competencies;
	Increased retention and growth of membership per year	Regularly update the ULS web-site with new relevant information	Designate a staff to carry out this function Record users of the web-site and provide regular updates Avail relevant information and educative materials for members	Members knowledgeable in various areas of legal practice increased Members continuing and renewing their membership New members registering each year	Number of non-member users of ULS web-site Number of old members renewing their membership every year Number of new members registered each year
	Increased proportion of lawyers' firms offering specialized services	Conduct training on various areas of legal competencies	Organize tailored training events for members Recruit guest speakers and trainers	Firms offering Specialized legal services increased	Number of special cases handled by specialized law firms (members)
	Functional exchange programme for young lawyers and women lawyers	Negotiate for exchange programme with regional/international Bar Association	Identify international Bar Associations for the exchange programme Identify and recruit mentors	Active participation of members increased	Number of member on exchange programme by gender
	Proportion of young lawyers mentored	Operationalize the mentoring program for new members young lawyers	Identify and recruit mentors Prepare guidelines for mentorship Assign mentees to their mentors Pay mentorship allowances	Active participation of members increased	Number of members on exchange programme

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1.2 improved members' engagement and welfare	Increased Members' participation in programme-based learning initiatives	Regular updates to all members Identify and organize programme-based events Establish members' welfare needs	Organize programme-based learning initiatives on continuous basis with members as the key players Prepare concept paper on possible welfare schemes Operationalize preferred schemes Enlist and conduct support supervision of eligible members Consultancy commissioned and carried out. Carry out a legal fees survey	Members participation in programme initiatives increased Produce regular updates Number of members participating in the various welfare schemes	Number of members' participating by gender Active scheme in place
	Improved members' welfare and fellowship	Conduct survey on terms and conditions of lawyers employed by the private sector Review members' fees package	Prepare and implement a programme for regional events	Terms and conditions assessed Legal fees packages established	Consultancy report Survey report with recommendations
	Decentralized services to members –e.g. renewal of practice licenses	Increase on the frequency of holding regional events Conduct consultative regional meetings/workshops on emerging concerns affecting the profession Build capacity of regional clinics to manage members' affairs	Organize meetings/workshops for members Encourage members to utilize up-county offices/clinics for delivery and collection of correspondences to and from headquarters and for organizing regional events Compile and update lists of licensed and compliant advocates annually Compile and publish complaints;	Number of regional events organized Emerging concerns identified and action program implemented Well-facilitated regional offices established	Number of participating members by gender Meeting/workshop report Meeting/workshop reports Attendance lists Number of regional offices facilitated
1.3 Improved compliance with established standards of practice	Reduction in proportion of ULS members faulting established standards of practice	Compile, Update and upload lists of licensed and compliant members on the ULS web-site; Legal professionals regularly sensitized on ethics and other standards of legal practice	Compliance reports produced and disseminated to all members and stakeholders; Reported cases of unethical practice among ULS members declined	Number of licensed and compliant advocates annually; Number of sensitization events organized Reports in place Reports in place	



<p>1.4 Enhanced capacity for research and programme learning initiatives</p>	<p>Improved quality of legal research studies produced by ULS members</p>	<p>Organize refresher events on Professional ethics in legal practice</p> <p>Conduct legal research studies on relevant areas of interest (at least 2 annually);</p> <p>Document and publish best practices on regular basis</p> <p>Create a special budget line to support members' research initiatives</p>	<p>Prepare programme for refresher events</p> <p>Invite members to attend</p> <p>Develop new innovations for ULS members;</p> <p>Develop and disseminate research publications and reports;</p> <p>Recognize best research studies through non-financial awards</p> <p>Organize refresher training on research methods and analytical skills for interested members</p> <p>Select and award research grants to members with quality proposals</p> <p>Upload research studies on the ULS web-site</p>	<p>Number of refresher events conducted increased</p> <p>Number of members participating increased</p> <p>Number of publications and innovations increased;</p> <p>Quality research materials produced and disseminated;</p> <p>Number of users of ULS research reports</p> <p>Special budget line created with adequate resources</p> <p>Research reports published increased</p> <p>Demand for ULS research publications increased</p> <p>Research publications widely accessed by users within and outside of Uganda</p>	<p>Training report</p> <p>Number of publications and innovations increased;</p> <p>Number of Quality research materials produced and disseminated;</p> <p>Increased number of users of ULS research reports</p> <p>Availability of resources in the budget</p> <p>Completed Study reports</p> <p>Research study reports completed and published</p> <p>Users of ULS research reports</p> <p>Number of users of ULS web-site regularly monitored</p>
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<b>Strategic Objective 2: To Promote Access to Justice for the Indigent, Marginalized and Vulnerable Persons</b>					
Outcome	Outcome Indicators and Targets	Strategic Interventions (activities)	Specific activities	Expected Outputs	Output Indicators
Outcome: 2.1 Increased access to quality legal and advisory support services to the indigent, marginalized and vulnerable persons through legal aid project.	% increase in access to justice through legal aid services, by indigent, vulnerable and marginalized persons	Provide legal representation and advice to the indigent, marginalized and vulnerable persons	<p>Open up new legal aid clinics</p> <p>Represent clients in court of law;</p> <p>Provide ADR services to clients;</p> <p>Provide legal advice through toll free line</p> <p>Provide legal advice to walk in clients</p> <p>Build capacity for clients for court self-help representation</p> <p>Build capacity of paralegals</p>	<p>Additional legal aid clinics opened;</p> <p>Cases handled and completed in courts of law increased;</p> <p>Cases handled and completed through ADR increased;</p> <p>Clients advised through toll free telephone calls increased</p> <p>Walk in clients legally advised increased</p> <p>Clients trained on self-help representation increased</p> <p>Clients handled by paralegal increased</p>	<p>Number of legal aid clinics</p> <p>Total number of cases handled and completed in courts of law</p> <p>Total number of cases handled and completed through ADR increased;</p> <p>Number of clients advised through toll free telephone calls</p> <p>Number of walk in clients legally advised</p> <p>Total number of clients trained on self-help representation</p> <p>Number of clients handled by paralegal.</p>
2.2: Increased access to quality legal aid for the indigent, vulnerable and marginalized persons through Pro Bono Services	% increase in access to justice by indigent, vulnerable and marginalized persons through Pro Bono	Enroll ULS members into Pro Bono Scheme of ULS Identify and allocate cases for handling through pro Bono	<p>ULS members providing Pro Bono services</p> <p>Represent clients in court of law through Pro Bono;</p> <p>Provide ADR services to clients through Pro Bono;</p> <p>Provide legal advice to clients through Pro Bono</p> <p>Follow up cases with advocates, clients and other key stakeholders;</p> <p>Conduct Mobile clinic outreaches;</p> <p>Hold radio talk shows;</p>	<p>ULS members providing Pro Bono services increased;</p> <p>Cases handled and completed in courts of law increased;</p> <p>Cases handled and completed through ADR increased;</p> <p>Clients given legal advice through Pro Bono increased;</p> <p>Cases followed up by ULS members increased;</p> <p>Mobile clinic outreaches conducted;</p> <p>Pro bono lawyers participating in mobile clinics;</p>	<p>Number of ULS members providing Pro Bono services;</p> <p>Total number of cases handled and completed in courts of law;</p> <p>Total number of cases handled and completed through ADR;</p> <p>Number of clients given legal advice through Pro Bono;</p> <p>Total number of cases followed up</p> <p>Increase in number of mobile clinic outreaches;</p> <p>Number of pro bono lawyers participating in mobile clinics;</p> <p>Increase in number of cases identified during mobile clinics;</p> <p>Increased number of radio talk shows</p>

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			Develop, print and disseminate relevant IEC materials;	Cases identified during mobile clinics; Radio and TV talk shows held; IEC materials developed, printed and disseminated;	Number of printed and disseminated IEC materials;
	Provision of Pro Bono services through duty counsel	Establish duty counsel stations Identify advocates to provide duty counsel services	Duty counsel stations conducted Advocates offering duty counsel services	Increase in number of duty counsel stations; Increase in number of advocates offering duty counsel services;	
	Collaborate with institutions involved in access to justice	Hold partnership meetings with justice institutions; MOUs entered into with partner institutions; Refer cases to partner institutions; Receive referrals from partner institutions	Clients assisted through duty counsel scheme Partnership meetings held with partner institutions; MOUs with partner institutions signed; Cases referred to partner institutions; Cases referred from partner institutions;	Increase in number of clients assisted through duty counsel scheme Increase in the number of partnership meetings with partner institutions; Increase in the number of MOUs signed with partner institutions; Increase in the number of cases referred to partner institutions; Increase in the number of cases referred from partner institutions increased;	
	Build capacity of advocates to handle Pro Bono clients	Identify advocates capacity building needs for Pro Bono services; Develop and implement specific training programs for Pro Bono advocates	Capacity building needs for Pro Bono advocates identified; Capacity of Pro Bono advocates enhanced	Nature of capacity building needs identified Increase in number of Pro Bono advocates trained;	
	Adequately equip ULS branches and clinics for effective service delivery and supervision	Needs assessment of branches and clinics identified; Procure and distribute required logistical equipment and materials for branches and clinic	Logistical supplies availed in time;	Reduced incidences of stock-outs in the branches and clinics; Reduced complaints of stock-outs from the branches and clinics;	
	Commemoration of the annual Pro Bono day	Mobilize advocates and the community to participate on the Pro Bono day	Advocates attending the Pro Bono day	Number of advocates providing on-spot legal services	

					Conduct sensitization on Pro bono in different law schools Involve law students in Pro bono activities	Community members attending Pro Bono day	Number of people offered on-spot legal advice;  Number of new clients identified for further legal assistance Increase in number of sensitizations on Pro bono; Increase in number of law students participating in the sensitizations; Increase in number of students participating in Pro bono activities
					Production and dissemination of memorabilia to Pro Bono lawyers and students	Packages of memorabilia for Pro Bono lawyers  Packages of memorabilia for law students	Number of lawyers receiving memorabilia packages Number of packages of memorabilia distributed to Pro Bono advocates; Number of law students receiving memorabilia packages
2.3: Increased respect for human rights of persons in confinement.	% increase in levels of awareness of human rights among persons in confinement.	Conduct prison decongestion programme	Conduct prison visits  Conduct radio/TV talk shows on rights of persons in confinement  Produce and disseminate IEC materials	Prisons visited once every quarter increased  Prisoners assisted to process their files increased  Decongestion increased  Radio/TV talk shows hosted increased  IEC materials produced and distributed increased	Number of packages of memorabilia distributed to law students Number of prisoners identified for legal representation.  Number of radio/TV talk shows  Number of prisoners bailed  Number of prisoners released  Number of IEC materials produced and distributed		
<b>Strategic Objective 3: To Contribute to the Upholding and Promoting of the Rule of Law and Human Rights Protection</b>							
Outcome	Outcome Indicators & Targets	Strategic Interventions (activities)	Specific activities	Expected Outputs	Output Indicators		
3.1 Strengthened Rule of Law Frameworks in Uganda	ULS contribution to processes of building a stronger foundation for the rule of law	Create partnerships with other civil society organization with similar agenda for rule of law;	Develop and publish press releases or statements in the media and ULS website;  Develop and publish position	Pro- poor laws approved with ULS inputs;  Pro- poor policies approved with ULS inputs;	Number of Pro- poor laws approved with ULS inputs;  Number of Pro- poor policies approved with ULS inputs;		



							rights sensitization forums/events
	Increased proportion of vulnerable persons reporting cases of abuse of human rights	Public awareness sensitization on human rights of indigent, vulnerable and marginalized persons; Annual Rule of Law and Human Rights Awards to deserving organizations and individuals	Hold public awareness sessions on human rights; Establish an Human Rights and Rule of Law Award Panel Produce awards and organize award event annually		Reported cases of human rights abuse referred to the relevant institutions for further management increased; Guidelines and Terms of reference approved by the Executive Council	Panel in existence Awards produced and award event held Report on the event prepared and published	
<b>Strategic Objective 4: To Strengthen the ULS Capacity to become a Modern Bar Association</b>							
Outcome	Outcome Indicators and Targets	Strategic Interventions (activities)	Specific activities	Expected Outputs	Output Indicators		
4.1 Strengthened institutional and organizational capacity to deliver its mandate effectively and efficiently	Continued adherence to corporate governance culture and practice	Disaggregate the functions of Executive Council and Management	Organize ULS General Meetings and Executive Council Meetings; Develop and implement the EC Calendar; Review and rationalize the configuration of ULS Committees; Hold regular committee meetings Conduct Corporate Governance trainings for council and management; Develop, approve and implement governance and operational manuals; Develop progress reports on the resolutions passed by the	Functional committees in place; Corporate Governance trainings conducted for Executive Council and management; EC Calendar prepared and implemented every year ULS governance and operational manuals developed, approved and implemented; Committees reconfigured; Resolutions of the General Meetings and Executive Council and implemented;	Number of functional committees; Number of Corporate Governance trainings conducted for council and management; EC Calendar in place Number and type of ULS governance and operational manuals developed, approved and implemented; Number of new Committees Number of committees meeting regularly A resolutions implementation tracking mechanism established Number of resolutions of Executive Council passed and implemented;		

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	Improved institutional capacity	Review and harmonize the ULS Act and Advocates Act; Carry out institutional capacity assessment, including Secretariat terms and conditions of service;	General Meetings and Executive Council; Prepare and share with Parliament amendment proposals; Review legal and institutional structure of ULS; Implement recommendations of the capacity assessment	ULS Act and Advocates Act amended; An organization-wide institutional assessment conducted Recommendation of the organizational assessment implemented A risk management and continuity plan developed and implemented;	Amendment proposals to ULS Act and Advocates Act adopted; Institutional Assessment Report constructed; Multi-purpose building for ULS constructed; A risk management and continuity plan developed;
		Develop and implement staff retention strategy / plan	Formulate and implement a staff retention strategy/plan, Fill existing vacancies Issues new revised contracts with longer tenure Procure working tools and office facilities for staff; Identify staff capacity building needs in line with the programme and projects implemented by ULS; Develop specific training program for existing and newly recruited staff	New staff posts approved and filled; Increased staff stability Staff equipped with better working tools and office facilities; Capacity building opportunities for skills improvement explored; Staff capacity enhanced through trained	Approved new posts filled; Better working tools and office facilities for staff procured; Declining staff attrition
	Increase in the capacity of ULS Secretariat to implement programmes and projects for the benefit of members and Ugandan	Provide staff with the required skills to efficiently and effectively implement ULS programmes and projects			Number of capacity building opportunities increased; Training Reports
	Improved alignment of staff terms and conditions of service	Stream line terms and conditions of service	Review the terms and conditions of service for ULS staff	Terms and conditions of service for ULS staff reviewed and recommendations implemented;	Reviewed ULS Secretariat terms and conditions of service;
4.2 Strengthened Monitoring and Evaluation Function	Functional M&E System in place	Develop and operationalize the ULS M&E System	Develop an M&E System that suits ULS operations	Existence of a robust M&E system	Establishment of a robust M&E System that suits ULS



	Adopted Results-based reporting practice (formats /templates)	Introduce and train staff on results-based reporting  Develop standard reporting formats/templates Conduct annual reviews, mid-term and end of Strategic Plan evaluations	Develop results reporting templates for preparing progress reports  Develop and utilize Indicator Tracking Tool and prepare periodic progress reports Consultants hired to conduct annual reviews, mid-term and end of Strategic Plan evaluations	Monthly, quarterly, biannual and annual results oriented reports produced	Results Oriented reports produced
	Number of performance evaluations conducted	Conduct annual/biannual satisfaction surveys of staff, members and beneficiaries using the balanced scorecard	Procuring for logistical support to conduct annual/biannual satisfaction surveys of staff, members and beneficiaries	Develop TORs for conducting annual reviews, mid-term and end of Strategic Plan evaluations	Consultancy awarded for Annual reviews, mid-term and end of Strategic Plan evaluations
	Improvement in members', staff and beneficiaries' satisfaction with ULS services	Develop and implement a resource mobilization strategy	Recruit a Resource Mobilization Officer Negotiate for the possibility of a Public Private Partnership option	Service delivery satisfaction reports delivered	Improved service delivery to the members, staff and beneficiaries.
4.3: Strengthened Financial Stability	Increased resource base for ULS		Develop terms and conditions of service for Resource Mobilization Officer	Resource Mobilization Officer recruited A resource mobilization strategy developed and implemented;	Resource Mobilization Officer hired; A resource mobilization strategy developed; Formulated and implemented ULS financial stability plan;
		Construct a multi-purpose building at the current plot		PPP Agreement concluded	Construction in progress

**ANNEX**

**ANNEX 1: ULS Strategic Plan Summary Budget for 2017-2021**

The table below presents a summary of the required financial resources to implement the five –year Strategic Plan for the Uganda Law Society. Details are found in Annex 2 in Volume 2. Overall ULS needs to mobilize close to 70 (seventy) Billion Uganda Shillings to realize the objectives and associated outcomes and outputs stated therein.

ANNEX 1:

UGANDA LAW SOCIETY STRATEGIC PLAN BUDGET 2017 - 2021

Description	2017	2018	2019	2020	2021	Total
<b>Annual Revenue:</b>	All amounts in '000s)					
<b>Opening Balance Brought forward (B/f)</b>	200,000	1,068,236	3,930,923	1,392,164	1,087,877	200,000
Membership & Subscriptions	1,000,000	1,100,000	1,320,000	1,386,000	1,455,300	6,261,300
CLE Trainings	900,000	990,000	1,039,500	1,091,475	1,146,049	5,167,024
Legal Regalia Income	1,000	1,100	1,210	1,331	1,464	6,105
ULS Reports & Magazines/ Publications	10,000	11,000	12,100	13,310	14,641	61,051
Sponsorships	20,000	22,000	24,200	26,620	29,282	122,102
Fundraising for the building ( Development Fund)	10,000,000	14,000,000				24,000,000
Annual Dinner Contributions	50,000	55,000	60,500	66,550	73,205	305,255
Rental Income				240,000	264,000	504,000
Grants & Donations	4,500,000	6,750,000	6,750,000	7,425,000	7,573,500	32,998,500
<b>Total Revenue</b>	<b>16,681,000</b>	<b>24,004,316</b>	<b>13,155,185</b>	<b>11,672,883</b>	<b>11,694,904</b>	<b>69,625,337</b>
<b>Annual Expenses:</b>						
Strategic Objective 1: To promote professional development and ethical conduct of ULS members	1,191,500	1,243,580	1,367,688	1,529,957	1,663,952	6,996,677
Strategic Objective 2: To Promote Access to Justice by Indigent Persons in Uganda	2,605,000	2,726,500	2,861,700	3,094,320	3,254,652	14,542,172
Strategic Objective 3: To Contribute to the rule of law in Uganda	778,000	874,820	985,661	1,093,430	1,211,738	4,943,649
Strategic Objective 4: To Strengthen institutional capacity of the ULS to become a modern Bar Association	8,716,600	12,640,900	3,655,030	1,620,573	676,970	27,310,073
Personnel Costs	2,321,664	2,580,613	2,876,190	3,216,293	3,611,408	14,606,168
<b>Total Operational Cost</b>	<b>15,612,764</b>	<b>20,066,413</b>	<b>11,746,269</b>	<b>10,554,573</b>	<b>10,418,720</b>	<b>68,398,739</b>
<b>Annual Surplus(Deficit)</b>	<b>1,068,236</b>	<b>3,930,923</b>	<b>1,392,164</b>	<b>1,087,877</b>	<b>1,226,598</b>	<b>1,226,598</b>

**Notes:**

**1. Strengthen institutional capacity of the ULS to become a modern Bar Association**

This Strategic Objective's Budget includes the cost of constructing a multi-purpose building equivalent to US\$6M (Ugx24 Billion) for future financial sustainability of ULS

It is assumed that the construction of ULS building shall commence in 2017 and be completed by 2019 and ULS shall be able to earn some rental income effective 2020

**2. The Ratio of Donor funding to the Overall 5-year Budget**

Overall Donor funding for the entire Budget is projected at 50% as opposed to 89% in the previous Strategic Plan

**3. Annul Surplus for 2017 to 2018**

This relates to the surplus funds mobilized for ULS Building which would be under construction up to 2019

**4. Annul Surplus Revenue on the projected SP Budget**

With the anticipated annual improvement in the ULS revenue generation, ULS shall have Ugx1.2 Billion as accumulated surplus by 2021

**Annex 2: SATISFACTION ASSESSMENT TOOL**

**A. BENEFICIARIES (Indigent, Marginalized and Vulnerable Persons)**

Performance satisfaction parameters	Don't Know	Poor	Fair	Good	Excellent	Remarks
Protection of human rights						
Promotion of accountability and transparency						
Representation of clients in courts of law						
Alternative Disputes Resolution/out of court						
Availability of guidelines for ADR, Legal Aid Provision /policies						
Legal clinics/facilities comfort and cleanliness						
Empowerment of beneficiaries through sensitization						
Screening of beneficiaries						
Availability of IEC materials						
Relevance of IEC materials						
Proximity of legal aid clinics/centers/facilities						
Reliability of the legal aid clinics/centers/facilities						
Behavior of legal aid service providers						
Attitude of legal aid service providers						
Terms and conditions						

**B LEGAL AID SERVICE PROVIDERS**

ULS participation in Protection of human rights						
ULS participation in Promotion of accountability and transparency						
Representation of clients in courts of law						
Alternative Disputes Resolution/out of court						
Availability of guidelines for ADR, Legal Aid Provision /policies						
Legal clinics/facilities and comfort and cleanliness						
Empowerment of beneficiaries through sensitization						
Screening of beneficiaries						
Availability of IEC materials						
Relevance of IEC materials						
Proximity of legal aid clinics/centers/facilities						
Reliability of the legal aid clinics/centers/facilities						
Behavior of legal aid service providers						
Attitude of legal aid service providers						

**MEMBERS SATISFACTION**

Training of ULS members						
Relevance of CLE						
Adequacy of CLE program (content and delivery)						
Timeliness of CLE trainings						
Competence of trainers						
Mentoring program – methodology/approach						
Availability exchange program						
Protection of ULS advocates – freedom of legal practice						
Management and utilization of resources						
Legal status of ULS						
Legal research						
Usefulness of the Legal Resource Center/Library						
Access to international publications to support members in their work						
Visibility of ULS						

**STAFF SATISFACTION**

Terms and conditions of service for legal aid service providers						
Coordination and networking mechanisms						
Additional training for capacity development						
Funds availability						
Funds allocation between program areas/activities						
Visibility of ULS						