



LASPNET
LEGAL AID SERVICE PROVIDERS' NETWORK

CAPACITY ASSESMEMENT OF LEGAL AID SERVICE PROVIDERS ACROSS UGANDA

WITH SUPPORT FROM



FINAL REPORT

Submitted By

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ACRONYMS

AAV	Action Against Violence
ACTV	African Center for Treatment and Rehabilitation of Torture Victims
ADR	Alternative Dispute Resolution
AFOD	Abantu for Development Uganda
AGM	Annual General Meeting
AHURIO	Association of Human Rights Organizations
AIDE	Alliance for Integrated Development and Empowerment
ARELIMOK	Action for Poverty Reduction and Livestock Modernization in Karamoja
ASF	Avocats Sans Frontiers
CBO	Community Based Organization
CD	Capacity Development
CEPIL	Center for Public Interest Law
CJAF	Community Justice and Anti Corruption Forum
CLA	Centre for Legal Aid
COLAID	Community Legal Action and Integrated Development
CV	Curriculum Vitae
DCI	Defence for Children International
DGF	Democratic Governance Facility
DIHR	Danish Institute of Human Rights
DNMC	District NGO Monitoring Committee
ED	Executive Director
FAPAD	Facilitation for Peace and Development
FHRI	Foundation for Human Rights Initiative
FIDA	Uganda Association of Women Lawyers
HRAPF	Human Rights Awareness and Promotion Forum
JCU	Justice Centres Uganda
JLOS	Justice Law and Order Sector
JURIA	Justice and Rights Association

KCOBPA	Kamuli Community Based Paralegals Association
LAC	Legal Aid Clinic
LAPD	Legal Action for Persons with Disabilities
LASP	Legal Aid Service Provider
LASPNET	Legal Aid Service Providers Network
LDC	Law Development Center
LEAP	Legal Aid Partner
LGA-U	Law and Governance Advocates Uganda
M&E	Monitoring and Evaluation
MCJL	Muslim Center for Justice and Law
NGO	Non Governmental Organization
NUDIPU	National Union of Disabled Persons in Uganda
OVC	Orphans and other Vulnerable Children
PAT	Participatory Analytical Techniques
PDAU	Public Defender Association of Uganda
PIL	Public Interest Litigation
PILAC	Public Interest Law Clinic
PLA	Platform for Labour Action
RLP	Refugee Law Project
TLAP	Teso Legal Aid Project
UCLF	Uganda Christian Lawyers Fraternity
UCRNN	Uganda Child Rights NGO Network
UGANET	Uganda Network on Law, Ethics and HIV/AIDS
UHRC	Uganda Human Rights Commission
ULA	Uganda Land Alliance
URA	Uganda Revenue Authority
UYDEL	Uganda Youth Development Link
WCC	War Child Canada
WVU	World Voices Uganda

Foreword

The Legal Aid Service Providers Network (LASPNET) is a Non Government Organization (NGO) established in Uganda to harness, strengthen and sustain synergies across the country among non-State legal aid service providers to complement Government of Uganda's efforts to enhancing access to justice. In 2004, LASPNET conducted a legal aid baseline and needs analysis survey in Uganda. The ultimate objective of the survey was to establish the nature and character of legal aid service provision in Uganda. The baseline established a number of issues that hampered the functioning of LASPs including lack of funding, weak relevant State structures and the lack of holistic approach aimed at analyzing the root causes of disputes and human rights violations. This capacity assessment is an in-depth assessment of all LASPNET members and Legal Aid Programme (LEAP) Partners, in order to establish knowledge and skills levels for functional project management, institutional development skills, reporting, communication, advocacy and research capacity gaps in delivering action oriented and quality interventions. The assessment further proposes a capacity building strategy to guide LASPNET interventions in the identified capacity gaps.

The capacity assessment and the development of the capacity development strategy have been the product of a participatory census exercise involving all LASPNET members and key stakeholders mainly in access to justice service delivery institutions; identifying key capacity gaps, governance issues, organizational strategies, best practices and key lessons. The interactive process in addition to LASPNET member census consultations also involved state and non state actors' views; and realized a number of recommendations that informed the development of the strategy. The Capacity Development Strategy calls on involvement of all stakeholders for a shared vision and mission so as to move in the same direction; shared human resources to take advantage of the pool of huge skills and potential in the network as opposed to resources being utilized exclusively by a particular hiring entity; intensive stakeholder collaboration where all members contribute more actively and autonomously to LASPNET efforts; as well as an increased donor role beyond funding to advocacy support, legal aid implementation system harmonization and standardization. A number of specific actions for LASPNET to take in the short and long term to address existing LASPs' capacity gaps and organizational challenges are provided in the strategy action plan.

The overall aim of the consultancy was to undertake an in-depth assessment of the existing Programmes and Capacity of Legal Aid service Providers in Uganda to inform a comprehensive membership development and support strategy. In view of this objective, a concerted effort was made to ensure a buy-in by all key stakeholders in and outside the LASPNET membership, and the report was validated and approved by all stakeholders on the 28th of October 2015. The journey ahead for LASPNET and its members has been set; it is time for everyone to play their part. Our appreciation further goes to the Development Partner DGF, and the Consultant BDO East Africa Advisory Services that made the Capacity Assessment a reality.

**Mr. Samuel Herbert Nsubuga,
Chairperson,
BOARD OF DIRECTORS**

Acknowledgement

The Capacity Assessment, and the development of the Capacity Building Strategy was participatory, extensively consultative and inclusive of the Board Members, LASPNET members, State actors and other Non State actors outside of the LASPNET, LASPNET staff, key stakeholders and beneficiaries of LASPNET. We deeply acknowledge the stakeholders' inputs and financial support of Democratic Governance Facility (DGF), LASPNET members and non-members and Justice, Law and Order Sector (JLOS) towards this noble process in facilitating an in-depth assessment of the existing Programmes and Capacity of Legal Aid service Providers in Uganda and consequently developing a comprehensive membership development and support strategy.

On behalf of LASPNET Board of Directors and Management, we present to you a consensus developed and invite all our internal and external stakeholders to embrace the capacity building strategy action plan and help LASPNET bridge existing gaps that hinder the good performance of its members in legal aid work. May we execute the Framework with the same enthusiasm, commitment and understanding that was exhibited in the validation exercise and approval of this report.

**Ms. Sylvia Namubiru Mukasa,
Executive Director,
LASPNET**

EXECUTIVE SUMMARY

Overall Aim: LASPNET proposed to conduct an in-depth capacity assessment of all its members and Legal Aid Programme (LEAP) Partners, in order to establish knowledge and skills levels for functional project management, institutional development skills, reporting, communication, advocacy and research capacity gaps in delivering action oriented and quality interventions.

Specific Outputs: The consultants conducted an in-depth assessment of the capacity strength, opportunities and gaps of LASPs and LEAP Partners' focusing on their location, mandate, structures, service delivery model, personnel and funding; assessed LASPs institutional strategies, policies, processes, human resource management, information, equipment and communications technology in regard to legal to aid services; assessed training needs and requirement of the LASPNET Membership and LEAP Partners' staff implementing the programme; undertook consultations with State and Non – State Actors , to inform the operating environment and context within which LASPs and LEAP Partners' operate; assessed the levels of collaboration, engagement of LASPs to influence reforms and change in practices at National, district, regional and sub-national levels and or beyond the country; documented the good practices and lessons learnt by LASPNET membership and LEAP Partners; and based on the results of the capacity assessment, made appropriate recommendations and 'formulated a Capacity Development Strategy '.

Methodology: A number of major cross-cutting techniques were employed in data/information management; reporting and presentation of outputs of the assignment. A combination of mainly Participatory Analytical Techniques (PAT) of consultation; data/information collection and analysis were employed. Out of the 42 identified respondent organizations, an in-depth assessment was undertaken on 38 available LASPNET members and partners.

Organizational Structures: All 38 assessed organizations had established organizational structures in place with clear reporting lines. All staff understand who they report to; and all organization employ a bottom top approach to activity. There are cordial staff interactions within all organizations, and there was no case reported for beaurocratic internal operations or practices that could limit or deter staff from accessing certain higher offices within the organizations. Among all 38 assessed organizations, the highest decision making authority belonged to either an appointed board that oversees and directs the growth path of the organization; or a General Assembly of members that form the organization. This has ensured the highest form of open accountability for actions and decisions taken by management even if some top managers are also founders of some organizations. Although Legal Aid Services is the uniting phrase for LASPNET membership, some organizations have limited core business in legal aid service; whereas to others it is the mantle of their existence.

Analytical dialogue with staff in Legal Aid Service Departments revealed a number of key **strengths** in regard to the delivery of legal aid services including but not limited to;

- i). Strong organization structures rooted in an organized Board of Trustees or AGM members with excellent knowledge and experience in management of organizations;
- ii). Strong management Teams at organization;

- iii). Strong recruitment policy drives that bring on board the best qualified staff;
- iv). Community based approach in delivering programmes which creates a strong bond between the beneficiaries and the organization; and
- v). A positive working relationship with District and Sub County stakeholders among others.

Opportunities: The assessment established that there were existing opportunities for legal aid service organizations to engage in Public Interest Litigation (PIL) in addition to individual litigation; undertake state briefs in addition to civil matters; and also, LASPNET members stand a chance at attracting significant international support especially from Universities, Philanthropy Organizations and International NGOs through research and documentation.

Major **internal weaknesses** were found to be in areas of documentation; lack of a functional Human Resource Department to deal with associated staff concerns; short term funding that is not favorable for long term engagements especially prolonged or recurrent cases in ADR or court arbitration; and in some instances the failure to perform organizational responsibilities as per the mandate; a situation that makes the beneficiaries, partners (public and non state actors) lose confidence in a particular organization.

Some of the **key threats** of concern to LASPs included;

- i). Pressure from some public servants who feel the demand for accountability has been pushed strongly;
- ii). Subjection to renewal of operating license every 3 years after fulfilling certain conditions puts LASPs fate beyond their control;
- iii). Private Law Firms that also view legal aid service providers as a threat to their profitability due to the pro-bono services they offer; and
- iv). Donor funding that is often limited and tied for implementation to particular district boundaries.

Funding: Funding for most LASPNET member organizations is generally project based. For most organizations, funding for legal aid work averages at 70% for actual versus budgeted; although to some it has averaged at 20% for actual versus budgeted. In only one incidence, funding for legal aid service work was found to be 100% for actual versus budgeted for two consecutive financial years.

Internal Policies: Several internal policies and guidelines were found to be in differing existence among LASNET Members: namely the Constitution; Personnel Manual; Financial Policy and Procedural Guidelines; Security Policy; Fund Raising Policy; Disability Policy; Child Protection Policy; Medical Policy; Assets Policy; Gender policy; Human Rights policy; Procurement Policy; and Oath of secrecy.

Organizational strategies: All organizations assessed with exception of TLAP and KCOBPA had strategic plans in place (draft and approved) to guide the direction of the organizations toward achieving their mandate targets. For most organizations, strategic plans have always been in place and are revised periodically. NUDIPU is attempting to have the first ever strategic

plan approved; and PILAC – one of the youngest legal aid service organizations is drafting the first strategic plan. Field experiences have shown that a strategic plan is treasured and protected document an organization has since sharing such documents especially current strategies was impossible and unacceptable for most organizations. According to one of the respondents, due to weak non disclosure agreements or the lack of them; their internal documents are sniffed out and replicated by brief case organizations and other incompetent ones that do not invest time and resources in developing their own.

Recruitments: With regard to recruitments, for most organizations, new recruitment positions are first offered internally as an opportunity for promotion for aspiring staff, interns and volunteers before the adverts are made public via different channels. Where there is need for external advertisement, organizations especially upcountry utilize locally accessed papers and radio adverts so as to attract applicants from within the community they serve, but also to cut stiff throat competition from a far off which might lengthen the process of selection and related financial implications. For urban and city based organizations especially those in central region of Uganda, advertisements for personnel recruitment apart from internal memos is through the press, collaboration office networks and social media platforms. For specialized placements, head hunting for a particular staff is done but also relying mostly on networks and coalitions. For all organizations, there is a tendency to retain past applications and CVs of potential candidates on file; and these are at times consulted to fish for possible candidates for job openings.

Equipments: There is great disparity in the availability of necessary equipment to undertake legal aid work; between Kampala based legal service providers and up country based legal aid service providers. The disparity is so strong that it can move from having it all for a legal aid worker for a Kampala based organization like MCJ; to barely having a sheet of paper for a Paralegal CBO based in Kamuli.

Listed among the most mentioned **training needs** were;

- i) Monitoring and Evaluation Skills;
- ii) Proposal writing;
- iii) Project planning and management;
- iv) Training in counseling and mediation skills;
- v) Training in resource mobilization;
- vi) Legal aid work coordination skills;
- vii) ADR mechanisms; and
- viii) Research and data analysis

Operational Environment: The assessment found out that the operational environment carries both supportive positive developments for legal aid work to flourish; but also has detrimental developments that have aroused strong calls for change among affected members. To a number of member organizations, the policy/regulatory operating environment is

generally supportive with no particular policy or development perceived to work against them. Particular praise is accorded to the proposed draft Legal Aid Policy that stipulates criteria for legal aid service provision; which will greatly help to rule out quack or bush lawyers. Such quack lawyers exploit innocent people by posing as legal aid service providers and extorting money on all possible fronts including drafting agreements and wills for them.

Key to legal aid service organizations in the political-regulatory environment has mainly been the NGO Bill 2015 providing for close monitoring of NGO activities by government organs. ***NGOs have to have the approval of both the DNMC and the local government to operate in a given district. This includes having a signed MOU with local government. The DNMC, based on its monitoring of NGO activities and performance, advises the national NGO Board concerning the permit that is to be given to NGOs to allow operations in a given district.*** All NGOs that run governance activities will definitely find trouble seeking approval from the same entities they challenge on governance issues.

Collaborations: All LASPNET member organizations were found to belong to one or more networks apart from LASPNET. All organizations were registered members of the respective District NGO forums and regional NGO forums. All legal aid organizations were members of the District Chain Link Committees under JLOS. At regional level, most organizations were members of special mandate associations and committees like Peace and Justice, Human Rights, and Customary land groups among others. At national level, all practicing lawyers as individuals and as organizations were members of Uganda Law Society, and others had membership in East African Law Society. Still at national level, some were active members of specific mandate associations like UCRNN. Although collaboration achievements are more individual to the organizations; in general terms and at all levels, member organizations are generally vocal and have become points of contact and referral regarding their areas of specialization like human rights, customary land issues, or GBV issues among others. Individually, organizations have been recognized at district and national level by different entities for the impact of their work among beneficiary communities. On the other hand, collaborations struggle to get equal and full commitment from members towards implementing agreed upon issues; and are also challenged by funds to keep fully involved in collaboration events and activities.

Outstanding good practices: Good working relations are paramount to the future of Legal Aid Services irrespective of region of operation; and are vital to success in Legal Aid work. Networking is one of the approaches that have done the magic in legal aid work. Most organizations strongly believe in working as a network for referrals, recommendations, implementation and joint projects among other benefits.

As a key lesson, Legal issues are constantly evolving hence need continuous and up to date research and capacity building. Every association/organization should commit a staff to handle capacity building.

Recommendations: LASPNET needs to be more active in supporting capacity building of all member organizations. For example, the last LASPNET training undertaken for World Voices Uganda was in 2013 focusing on Small Claims Procedure. LASPNET should make it as a policy to regularly visit members at least twice a year to capture any arising concerns. The Network Secretariat should institute a tracking desk to focus on changes in court practices and regulatory environment; acquire the new documents and circulate them accordingly while undertaking capacity building on specific matters.

Conclusion: Legal aid service organizations have achieved a lot independently and could achieve a lot together. There are many skills gaps that affect quality of implementation; but there also untapped potential in utilization of the volumes of information at the members' disposal mainly because not much emphasis is given to how the information is stored, shared and replicated. The much needed skills can be traced within the organization itself. If all organizations could view themselves as having relatively a common cause than competitors; there are tons of experiences that can be passed on from one organization to another in form of staff exchanges, workshop trainings entirely co-facilitated by members and undertaking joint researches.



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FINAL REPORT SUBMISSION LETTER

4th November 2015

The Executive Director
Legal Aid Service Providers Network,
The Secretariat
Plot 3, Kent Lane
Kamwokya
Kampala.

Dear Sir/Madam

RE: UNDERTAKING A CAPACITY ASSESSMENT OF LEGAL AID SERVICE PROVIDERS ACROSS UGANDA

As stipulated in the Contract Agreement signed between the Client (LASPNET), and the Consultant (BDO East Africa Advisory Services Limited); attached is the final deliverable of the Contract (the Final Report).

We remain,

Yours sincerely,

Signed:

Name: **Fortunate Kwiringira**

In the capacity of Asst. Manager Consulting
Dated on 4th day of November, 2015

1.0 INTRODUCTION

1.1 Overview

The Legal Aid Service Providers Network (LASPNET) was established as an institutional mechanism to provide a collaborative framework and strategic linkages for Legal Aid Service Providers (LASPs). Similarly LASPNET maintains a common front to relevantly interface with various actors in the Justice, Law and Order Sector (JLOS) in Uganda in order to enhance access to Justice for all.

LASPNET champions three critical aspects of coordination:

- a collective role of bringing together different LASPs for solidarity in strategizing, sharing lessons and experiences, while minimizing duplication;
- a capacitating role of ensuring improved quality standards among LASPs but also linking international/regional developments on legal aid to national interventions; and
- a supportive role of documenting, providing needed feedback, and amplifying voice on key issues regarding access to justice/legal aid at the regional and national

In 2004, LASPNET conducted a legal aid baseline and needs analysis survey in Uganda. The ultimate objective of the survey was to establish the nature and character of legal aid service provision in Uganda. The survey findings revealed that legal aid services mainly target disadvantaged groups including the elderly, women, children, prisoners and persons with disabilities and persons affected by HIV/AIDS. The areas of law in which legal aid services are most needed relate to land issues, inheritance and succession, criminal matters, family and domestic relations, human rights, court and tribunal procedure. However the efforts of LASPs mentioned above are still hampered by many factors, key of which is the inadequate legal and policy framework exacerbated by lack of relevant State structures and desired funding. At the same time, legal aid is not grounded in the overall cultural, religious and socio- economic context of Uganda and as such there is no holistic approach aimed at analyzing the root causes of disputes and human rights violations in society in-order to devise appropriate strategies.

In an effort to address and buttress the above constraints of LASPs in their legal aid service delivery, LASPNET has coordinated and facilitated a number of capacity development interventions that included conducting institutional assessments. These included annual peer review assessments of LASP; a gender audit, regular Monitoring and Evaluations, Cluster meetings among others. In addition LASPNET has facilitated trainings in areas of Trial advocacy, Alternative Dispute Resolution, Understanding sentencing guidelines; Gender Analysis, financial management and fundraising and many more. While these efforts have been instrumental in enhancing the capacity of the membership, it has been adhoc and have not been informed by deeper analysis of the needs.

It is against this background that LASPNET proposed to conduct an in-depth capacity assessment of all its members and Legal Aid Programme (LEAP) Partners, in order to establish knowledge and skills levels for functional project management, institutional

development skills, reporting, communication, advocacy and research capacity gaps in delivering action oriented and quality interventions.

From the Terms of Reference for this assignment, the aim of the consultancy was to undertake an in-depth assessment of the existing Programmes and Capacity of Legal Aid service Providers in Uganda to inform a comprehensive membership development and support strategy.

More specifically, the assignment aimed;

- To map out the existing Legal Aid service providers in Uganda: their location, thematic interventions and service delivery models.
- To determine the operating environment of LASPs based on social, economic and political factors
- To document Lessons Learnt and good practices by the LASPs through various implementation models
- To establish LASPs organizational management, planning and governance models.
- To establish collaborative and advocacy modalities of LASPs with other related sectors and stakeholders
- To provide practical and realistic recommendations that will enhance Capacity and development of LASPs
- To design a relevant LASP Capacity Development Strategy

In order to achieve the above desired results; the consultants;

- Conducted an in-depth assessment of the capacity strength, opportunities and gaps of LASPs and LEAP Partners' focusing on their location, mandate, structures, service delivery model, personnel and funding;
- Assessed LASPs institutional strategies, policies, processes, human resource management, information, equipment and communications technology in regard legal to aid services;
- Assessed training needs and requirement of the LASPNET Membership and LEAP Partners' staff implementing the programme;
- Undertook consultations with State and Non – State Actors, to inform the operating environment and context within which LASPs and LEAP Partners' operate;
- Assessed the levels of collaboration, engagement of LASPs to influence reforms and change in practices at district, regional and sub-national levels and or beyond the country;

- Documented the good practices and lessons learnt by LASPNET membership and LEAP Partners; and
- Based on the results of the capacity assessment, made appropriate recommendations and formulated a Capacity Development Strategy’.

1.2 Structure of the Report

This Capacity Assessment Report constitutes all deliverables of this assignment, in accordance with the Terms of Reference and provisions of the Contract Agreement signed between the Client (LASPNET) and the Consultant (BDO East Africa Advisory Services Limited).

This report is divided into two major sections; namely the Methodology used to undertake the assignment, and the General Findings.

The section on General Findings captures 9 sub sections namely;

- i) Capacity Assessment – covering the organizational structures, summary of organizational mandates, key strengths of LASPs and LEAPs, available opportunities, major internal weaknesses, threats, and funding implications
- ii) LASPs institutional strategies – covering organizational policies, availability of organizational strategies, human resources, report generation and information sharing, key organizational equipment, and technology adaptation in legal aid service.
- iii) Training needs assessment – covering key skills gaps, key skills requirements, suggested training methods, and recommendations on the source of funding for staff training
- iv) Operational environment for LASPs/LEAPs – covering the political environment, economic factors, social factors, technological factors, environmental aspects, and legal issues
- v) LASPs collaboration- covering key membership networks and levels, key advocacy issues, major achievements and collaboration challenges
- vi) Best practices among LASPs & LEAPs – covering outstanding good practices and key lessons
- vii) Recommendations
- viii) Capacity building strategy and action plan; and
- ix) Annex 1: summary assessments for individual LASPs/LEAPs

2.0 METHODOLOGY USED

2.1 Strategic Approach to Work

Pre-contract meeting

The Consultant attended a pre-contract award meeting at LASPNET Secretariat on 11th August 2015. The meeting was attended by all consultants awarded the different assignments in this particular lot. For capacity assessment in particular; the element of times lines was echoed in relation to the census approach to work and the need to submit report to be used by the consultants formulating the strategic plan. It was agreed that triangulation of data gathering methods shall be employed; mainly teleconferencing and self administered questionnaires circulated through email in order to cover all respondents in time to allow for proper data analysis and quality report writing. This strategy helped to cover all available respondent organizations.

2.2 Data Collection

In line with the above approach to work and methodology, a number of major cross-cutting techniques were employed in data/information management; reporting and presentation of outputs of the assignment. A combination of mainly **Participatory Analytical Techniques (PAT)** of consultation; data/information collection and analysis were to be employed. The PATs are:

- Comprehensive review of relevant materials/documents (mainly using the *Content Analysis technique*).
- Census Survey among LASPNET members in the legal aid service mandate to assess their capacity gaps, training needs and understand their operational environment.
- Group Discussions: in order to tackle the rooted issues affecting the realization of organizational mandates, staff of LASPs and LEAP were engaged in group discussions to dissect and have a shared understanding of the strengths, weaknesses, threats and opportunities facing the organization in regard to provision of legal aid services.
- Key Informant Interviews (KIIs): Prior to embarking on KIIs, checklists of key issues for discussion were prepared subject-specific, which enabled thorough analysis of all the various dimensions of the assignment.
- Observation: whilst undertaking data collection at various organization offices, client reception, interaction ambience and ease of getting to a legal officer were observed and noted for cross-checking with reports and information obtained from the interviews.

All necessary qualitative and quantitative data/information, appropriate comprehensive, but precise data/information collection instruments were designed in advance and administered to relevant stakeholder institutions/entities in LASPNET and LEAPs.

2.3 Data/Information Collection, Processing and Analysis

Data/information gathered from the assessment, group discussions and other consultations was processed and analyzed qualitatively and quantitatively, and later summarized in appropriate formats. The Consultant utilized the 'raw inputs' in overall analyses and interpretations, in accordance with the desired outputs of the assignment.

On the basis of the information that was gathered and analyzed, the Consultant has identified and documented the strengths, existing capacity gaps, training needs and operational environment issues. The Consultant has also proposed a capacity development strategy that will be action oriented and availing quality interventions.

2.4 Data/Information Collection Challenges

Postponing of meetings was one of the challenges encountered in the field.

At Land and Equity Movement in Uganda, the contact people seemed to indicate that capacity assessment was a waste of time since LASPNET already had that information.

For Acid Survivors Foundation, initial telephone contact indicated that the legal aid service had been put on hold indefinitely because of financial upheavals but agreed to meet the consultant on a certain date in Mulago hospital. From then, calls were no longer answered, responding to messages and the meeting in Mulago Hospital did not happen. The consultant called the office line and no one responded. The consultant went ahead to visit the offices and they were closed.

Delegating was another challenge. Managers and Directors delegated to staff; some of whom had scarce knowledge of organizational policies, strategies and structures. So the information provided was not sufficient. They also failed to provide any kind of literature insisting they had no authority to give out the documents. Attempts to contact senior management yielded no results as they were either on leave or out in the field, a case in point is NUDIPU and Center for Legal Aid.

Responding to questions using emails, gave consultants limited information. For example, Uganda Network on Law, Ethics and HIV/AIDS. UGANET sent literature to the consultant to read and answer the questions. Micro Justice Uganda, Alliance for Integrated Development and Empowerment and Community Legal Action and Integrated Development all answered using email, saying they had field work too. The information being limited as it was; there was further attempt to get more details but was met with no response hence gaps in information collected.

On an isolated incidence, some contact persons when contacted, said they had left the organizations and promised to give the consultants names and contacts of those left at the organization. Alliance for Integrated Development and Empowerment's contact person had left the organization and joined another. It was not until the consultant ran into her in another organization (ACTION AGAINST VIOLENCE) that she provided contacts of those she left behind.

In Soroti, TLAP staff presented to be in field and informed the consultant to wait indefinitely the whole afternoon. They were in office and used the back door to leave. Phones could not be answered and were later switched off. After leaving Soroti, the consultant got in touch again with the mobilizer again, only to learn he had resigned in protest of the actions of his colleagues that intentionally refused to meet the consultant yet he had left them in office. The

opportunity to undertake the assessment physically was replaced with a phone interview later on in the next week and it yielded little.

2.5 Literature Review

A number of unpublished reports and studies particular to organizations' work were reviewed to verify primary data collected from interviews with staff. More specific to the purposes of the assessment, several information sources including previous studies by LASPNET, available information on the web and in print were reviewed and summarized under the themes below.

2.5.1 Definition of Capacity Assessment

UNDP defines capacity as “the ability of individuals, institutions and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner.” Capacity development (CD) is thereby the process through which the abilities to do so are obtained, strengthened, adapted and maintained over time¹. A Capacity Assessment is an analysis of desired capacities against existing capacities; this generates an understanding of capacity assets and needs, which informs the formulation of a capacity development response².

2.5.2 Legal Aid Service Provision in Uganda

The provision of legal aid services in the criminal justice system is primarily the responsibility of the State. This position is rooted in national, regional and international human rights instruments³. States are mandated to promote the right of everyone, especially victims of crime and vulnerable groups, to basic legal advice, assistance and education. They are also mandated to establish an independent national legal aid institution accountable to parliament and protected from executive interference; to ensure the provision of legal aid at all stages of the criminal justice process; to recognize the role of non-lawyers and paralegals and clarify their duties; and to recognize customary law and the role non-State justice forums can play in appropriate cases (such as cases diverted from the formal criminal justice process).

Uganda uses a number of different systems to ensure that the poor and vulnerable have access to legal aid, including the staff attorney model (through the pilot Justice Centres that employ lawyers on a salaried basis), the state brief model and the community legal clinic model. Though the state is increasingly becoming involved in the provision of legal aid, it is fair to say that legal aid relies extensively on private initiatives, such as the services offered by the legal profession, NGOs and paralegals⁴. Areas of law which are generally covered by LASPs and LEAPs that use paralegals to offer legal aid include: Family law - including succession and inheritance; Land law; and Human rights law - including victims' rights (especially victims of domestic violence, sex crimes and child abuse). More specifically, a Baseline Study undertaken by LASPNET in 2004 provided a list of priority areas of law for legal aid namely;

- Child abuse, neglect and abandonment;
- Debt repayment and settlement of other civil disputes;
- Defilement, rape, child prostitution and child labour;

¹ <http://europeandcis.undp.org/> accessed on 15-08-2015

² www.coastalwiki.org/wiki/Capacity_Assessment

³ https://www.unodc.org/pdf/criminal_justice/Handbook_on_improving_access_to_legal_aid_in_Africa.pdf

⁴ DIHR 2011

- Domestic problems, related to marital law, ownership of property and maintenance and custody of children. Here women and children, especially, need legal assistance;
- Early (forced) marriages issues;
- Inheritance and succession;
- Juvenile justice;
- Labour rights;
- Land issues;
- Landlord and Tenant; and
- Petty and capital crimes (especially assault and gender violence);

Today legal aid service provisioning in Uganda is found at three main structures where the JLOS represent the supply side, the Legal Aid Basket Fund represents the funding side and where the Legal Aid Services Providers Network (LASPNET) represent the demand side. The goal of LASPNET is to steer the involvement of private sector players to address the access to justice challenge for disadvantaged and vulnerable people (Sanna 2014).

Advocates (Legal Aid to Indigent Persons) Regulations, 2007 stipulate that before a person, an organization or institution is registered as a legal aid provider, at least the following requirements must be met.

- a) The office must be well kept and must meet the following basic requirements;
 - A suitable desk for the advocate or lawyer and for the paralegal;
 - A separate room for the advocate or lawyer and the paralegal, separate from that of other non legal staff;
 - A secretarial desk and a computer or typewriter;
 - A reception with chairs or benches for clients;
 - A book shelf;
 - A chest of drawers or filing cabinet;
 - A reasonable collection of reference legal materials including a full set of the Revised Laws of Uganda;
 - A toilet and sanitary facilities;
 - Properly kept files;

- b) If the applicant for registration is a Non Governmental organization, in addition to the requirements in paragraph (a)—
- It must have a certificate of registration issued by the Non Governmental Organizations Registration Board;
 - Its constitution must state that provision of legal aid is one of its objectives;
 - It must have in its employment at least one person qualified as a lawyer or an advocate and one other person qualified as a paralegal.

In ideal circumstances, any LASP that does not meet the above criteria should not be calling itself one. The analysis of existing member organizations attempted to investigate the criteria given by the Advocates (Legal Aid to Indigent Persons) Regulations 2007.

2.5.3 Training for Legal Aid

In addition to the training offered by the legal profession itself, a number of civil society organizations are involved in training lawyers. For example, Avocats Sans Frontières conducts training seminars for lawyers on the theme of torture. Government bodies are also involved in training Ugandan lawyers. For example, the ULC hosts seminars that aim at informing lawyers about their pro bono obligations, and the JLOS offers training on topics as diverse as case backlog reduction strategies, strategies to improve service delivery, human rights and criminal justice. Furthermore, some international donors, such as the EU, are involved in training activities, including a programme that grants scholarships for lawyers to train specifically for the human rights related field and ‘training for trainers programmes’ (DIHR 2011).

LASPNET Baseline 2014 identified skills gaps to include: Lack of knowledge about specific regulations & laws; Problems with updating legal knowledge; Lack effective skills in counseling and mediation; Lack of full understanding of concepts of advocacy and mediation; Inadequate conceptual understanding of nature of clients; Inadequate client handling skills; Poor interviewing skills; Problems in identifying the needs of client; Non-effective communication skills to client and other parties; Lack of techniques in handling traumatized parties; Lack of public relation skills; Inadequate administration skills; No adequate record keeping; Lack of computer skills; and Problems in writing reports and work plans among other issues.

2.5.4 Existing challenges

According to a LASPNET Baseline Study (2004), most of the paralegals countrywide pointed out that they had limited means in which to effectively carry out their work and to stay motivated to do so. Many paralegals also reiterated that they work without supervision and that those who trained them were not in contact so as to determine any requirements for retraining or refresher training.

Many lawyers tend to consider paralegals as largely incompetent and probably with intentions of substituting the legal professionals with cheap paralegal services. There is need to educate some jurists (including lawyers) on the benefits of such linkages although proper guidelines are also needed for the paralegals in the provision of their services to ensure proper guidance and regulation.

Available literature further indicates that because lawyers usually concentrate in urban centres, their pro bono services are largely inaccessible for the rural population across the region⁵.

While there have been substantive efforts in strengthening the institutional mechanisms to enhance access to justice; a range of notable obstacles exists ranging from corruption, lengthy court delays, case backlog, inefficiencies to low institutional productivity, weak service delivery as well as decentralization of districts further undermining the capacity of JLOS to concur with the increasing demand (Sanna 2014).

The literature covers a general picture of the state of legal aid service in Uganda and East Africa region; and greatly falls short of specific challenges facing particular legal aid service providers in Uganda. The assessment study therefore sought to understand the particular capacity needs of LASPNET members, the operational environment contextualized to their operations and then make recommendations on how best to address their capacity gaps.

⁵ DIHR 2011

3.0 GENERAL FINDINGS

The primary objective of the assignment was to conduct an in-depth capacity assessment of all LASPNET members and Legal Aid Programme (LEAP) Partners, in order to establish knowledge and skills levels for functional project management, institutional development skills, reporting, communication, advocacy and research capacity gaps in delivering action oriented and quality interventions.

The analysis of existing member organizations attempted to investigate the criteria given by the Advocates (Legal Aid to Indigent Persons) Regulations 2007. According to the Law Council of Uganda, a paralegal and an advocate must be full time staff of the LASP if the LASP is to be deemed a legal aid service provider. The need for the legal staff to be fully employed by the entity is to cater for walk-in clients who cannot wait for a visiting or part time legal team. By law, every LASP is supposed to get a certificate for legal aid work from the Law Council on annual basis just like the renewal for NGO operational license. The Law Council notes that several LASPs operate the right way (having the requisite staff and structures) but have not sought formal approval from the council. Equally true is the fact that a few purported LASPs do not meet the necessary pre-requisites and therefore should not be calling themselves LASPs basing on what the Advocates (Legal Aid to Indigent Persons) Regulations, 2007 stipulate. Important to note also is the fact that for all legal aid service providers, every branch is vetted independently and must get approval just like the main office. There is a possibility therefore of some LASPs having their head office approved for legal aid work but not some branches as long as they have failed to meet the conditions independently.

As of October 2015, the Law Council had approved only 31 Legal Aid Service Providers. Out of the 31 LASPs, 15 of the approved legal aid providers were branches of already approved LASPs' mother offices existing in Kampala (Central Region) or elsewhere in the country. According to the most current list of paid up LASPNET Members, only 17 of LASPNET members appear on the Approved Law Council list of Legal Aid Providers as of October 2015⁶. A further classification of available qualified human resources to undertake legal aid among LASPs (as the 2007 regulations would require) indicated that out of 42 listed LASPNET members, 5 LASPs do not have a full time advocate, and a significant 20 out of 42 LASPNET members did not indicate to have (certified) Diploma Holder Paralegal Officers. Most LASPs are working with Community Legal Volunteers; who are rather called Community Paralegals even when they do not hold a Diploma in Legal Studies.

Out of the 42 identified respondent organizations, an in-depth assessment was undertaken on 38 **available** LASPNET members and partners; and the findings are summarized in the sections that follow.

3.1 Capacity Assessment

3.1.1 Organizational Structures and Mandates

All 38 assessed organizations had established organizational structures in place with clear reporting lines. All staff understand who they report to; and all organization employ a bottom top approach to activity reporting. There are cordial staff interactions within all organizations, and there was no case reported for beaurocratic internal operations or practices that could limit or deter staff from accessing certain higher offices within the organizations. Among all 38

⁶ According to LASPNET (October 2015), not all members undertake primary legal aid that involves court representation and therefore do not need the vetting of the law council.

assessed organizations, the highest decision making authority belonged to either an appointed board that oversees and directs the growth path of the organization; or a General Assembly of members that form the organization. This has ensured the highest form of open accountability for actions and decisions taken by management even if some top managers are also founders of some organizations.

Although Legal Aid Services is the uniting phrase for LASPNET membership, some organizations have limited core business in legal aid service; whereas to others it is the mantle of their existence.

A summary of organizational structures and mandates is presented in Matrix 1;

Matrix 1: Summary of Organizational Structures and Mandates

Name of organization	Summary narrative of the organization structure	Mandate
<p>Facilitation for Peace and Development (FAPAD)</p> <ul style="list-style-type: none"> • Head Office: Lira • Branch Offices: Amorata & Otuke • Founded: 2000 • Started Operations in 2004 • Started legal aid services in 2008 	<p>The highest organ in FAPAD’s reporting hierarchy is the Board of Trustees. FAPAD has a strong organization structure rooted in an organized Board of Trustees with excellent knowledge and experience in management of organizations. These include 2 Human Resource Specialists, a retired Civil Servant, Social Workers and a Qualified Nurse. The Board of Trustees is credited strongly for steering the organization forward. The Board sits 4 times a year and at times converges more than the stipulated times depending on need.</p> <p>FAPAD uses a bottom-top approach to reporting and coordination of project work; and follows the reverse for major organizational level information dissemination whenever necessary. At the very bottom of the FAPAD pyramid are the community members that FAPAD serves; who channel their issues and concerns through the village representatives, to parish coordinators, to Sub-County representatives and on to the district representatives who pass on the reports to FAPAD. However, interaction space is rather open and clients can approach any FAPAD field staff to present their issues. Field staff receive information and pass on information directly to community representatives at village, parish and Sub County levels. Field staff directly report to project Assistants who later report to Project Officers. Project Officers are responsible for passing on reports and information to Team leaders for the different Core Programme Areas; who later report to the overall project manager that amalgamates all sector reports and presents to the Deputy Executive Director. Above the Deputy ED is the Executive Director who answers to the overall reporting organ of FAPAD which is the Board of</p>	<p>FAPAD’s four core programme areas are: Social Protection; Good Governance; Legal Aid and Conflict Management; and Food and Income Security (Livelihood). Although FAPAD operations date way back to 2004, Legal Aid and Conflict Management as a programme started in 2008. Under the Legal Aid and Conflict Management, FAPAD promotes Access to Justice for the vulnerable groups in Lango Sub-region especially women and children through formal and non formal services (Alternative Dispute Resolution-ADR). Formal services include legal advice, court representation and legal education to the complainants of human rights violations especially the women, widows, disabled and Orphans and Vulnerable Children-OVC. FAPAD also undertakes mobile legal aid which aims at taking services nearer to the local population who may be unable to report cases of human rights violations due to long distance, old age and inability to meet transport costs to access legal redress and services.</p>

Name of organization	Summary narrative of the organization structure	Mandate
	Trustees.	
<p>Kamuli Community Based Paralegals Association (KCOBPA)</p> <ul style="list-style-type: none"> • Head office in Kamuli • Founded 2004 	<p>The AGM is the highest organ of KCOBPA comprised of 100 Community Based Paralegals. The association driven by a 5 member committee headed by the Chairperson assisted by the Vice Chairperson; followed by the Secretary, the Treasurer and 2 committee members. These are assisted by 13 Sub County representatives and 15 parish Focal persons that all form part of the strong 100 community paralegal membership to KCOBPA.</p>	<p>KCOBPA evolved from a project under PLAN International that looked to challenge the HIV/AIDS stigmatization by training paralegal volunteers to challenge HIV/AIDS stigmatization, property grabbing, inheritance issues and discrimination of people living with HIV as an act against human rights and the law protecting people living with HIV and AIDS. KCOBPA has streamlined the following areas of expertise from which clients in need of their services can pick from;</p> <ul style="list-style-type: none"> • Awareness on Inheritance Rights • Settling Community and Family Land Disputes • Community Education on Child Abuse and Neglect (Child Protection) • Awareness raising on Domestic Violence and Gender Based Violence • Offering Counseling and Guidance • Community Awareness and Dialogue on Dispute Resolution • Alternative Dispute Resolution (ADR) including referrals from Police and Courts of Law <p>Currently, KCOBPA is an independent paralegal association hiring out services on</p>

Name of organization	Summary narrative of the organization structure	Mandate
		need basis. The association is still strategically linked to FIDA for court referrals and court arbitration issues beyond the organizations' ADR mechanisms
<p>Association of Human Rights Organizations (AHURIO)</p> <ul style="list-style-type: none"> • Founded in 2001 	<p>The General Assembly is the highest organ of the association. The Assembly is assisted by a Board that coordinates the work of the Secretariat. The Board sits quarterly and at times more depending on need. However the Board is not very independent because some members come from member organizations; hence tend to make biased decisions. The secretariat is headed by a Coordinator assisted by 2 Programme Officers, an Accountant and a Legal officer. The Secretariat has a small staff population and works closely with member organizations and partners to have work implemented. AHURIO works closely with Justice Centre for referrals. The Legal Officer is supported by 2 paralegals and an advocacy officer.</p>	<p>Association of Human Rights Organizations (AHURIO) is a network organization working in seven different districts under pre-trial cluster. It was founded in 2001 and focuses on;</p> <ul style="list-style-type: none"> • Advocacy for Human Rights • Paralegal services to the indigent in Katojo Prison
<p>World Voices Uganda (WVU)</p> <ul style="list-style-type: none"> • Started in 2004 • Became operational in 2005 	<p>The highest organ in the organization is the Board, to whom the Executive Director (ED) answers to. Under the ED are the Director Programmes and the Director Finance who have a set of teams each to oversee. Under programmes; there are 3 Project Officers of whom 2 are Legal Officers and 1 is a Human Rights Officer (University Graduate in Human Rights). The project officers are supported by 2 volunteer interns who are graduates of Humanities. The programmes team is further supported by 32 Community Based Human Rights Defenders distributed evenly in the 16 Sub Counties covered by the programme. The Finance Director is assisted by an Office Administrator, an Accounts Assistant and an Office Messenger as well as an Office Cleaner. Recruitment drive</p>	<p>WVU mandate covers;</p> <ol style="list-style-type: none"> a) Legal awareness b) Strategic Interest litigation c) Court representation d) Peace building and conflict management e) Governance and accountability f) Legal Aid service for women, children, indigent prisoners; and tackles issues ranging from land disputes, domestic violence, child neglect and defilement, and delayed justice for prisoners on remand. g) Research on human rights abuses in

Name of organization	Summary narrative of the organization structure	Mandate
	is by Radio announcements and advertisements in local news papers.	the whole of Kibaale, and a keen interest on land grabbing issues. h) Natural resource protection (intervention and advocacy)
Justice & Rights Associates (JURIA)	The Organization's strongest organ is the AGM that oversees the Board. The board is currently 4 people (from originally 6), but not very technical to guide the strategic operations of the organization. In some cases, the Executive Director is the one to guide the Board; which makes the Board ceremonial to some extent. The board ideally is meant to provide counsel and direction to the Secretariat that is headed by an Executive Director. Below the ED is a Programmes Manager (Advocate) and a Project Advocate. The Project Advocate directly supervises the work of a Legal Research Assistant and 2 volunteers.	JURIA's legal aid mandate focuses on serving the indigent on Land Conflicts, Child Criminals, Inheritance Issues, Sexual Reproductive Rights and Maternal Health. On a broader perspective, JURIA focuses on; <ul style="list-style-type: none"> • Legal Aid Services; • Human Rights; • Peace Building; • Advocacy; and • Conflict Management.
Teso Legal Aid Project (TLAP)	TLAP Secretariat is headed by a general assembly (AGM) that is composed of 13 selected members who form the highest organ for accountability. The Secretariat is headed by a Project Manager assisted by 2 Legal Officers (law graduates) and a Legal Assistant (law diploma). As a Secretariat, there is limited or no funding available for the secretariat to engage in work plan development or long term strategic plan development.	As a matter of fact, there is no TLAP staff that receives a salary from TLAP. TLAP is more like an avenue for receiving short term work (project referrals) from key partners for the individuals within to implement.. TLAP mandate therefore focuses on; <ul style="list-style-type: none"> • Legal Education • Legal advice (No legal representation) • Referrals to different stakeholders • Advocacy especially local advocacy on trial process, long detention, land issues and process involved • Alternative Dispute Resolution on case by case basis
Abantu For Development (AFOD)	AFOD organizational structure has the Annual General Assembly as the highest organ of the organization. It is	AFOD's mandate focuses on; <ul style="list-style-type: none"> • Orphans and Vulnerable Children

Name of organization	Summary narrative of the organization structure	Mandate
	<p>comprised of average 100 members selected from the 5 districts of main AFOD operations namely: Kampala; Kanungu; Rukungiri; Kisoro and Kabale. Each district has 20 representatives that sit in the Annual General Assembly (AGM). AFOD is headed by an Executive Director (ED) who accounts to the AGM. The ED is assisted by a Programme Coordinator who oversees programme work and closely supervises finance and administration. Under programmes, the Programme Coordinator has 4 Programme Officers allocated to Kanungu, Rukungiri, Kisoro and Kabale respectively as the main districts of project implementation. Below the Programme Officers are 6 Project Officers undertaking field implementation of projects, assisted by 20 Volunteers (Community Based Trained Resource Persons) and student interns. These deal directly with the beneficiaries as the bottom of pyramid in the organizational structure. On the financial arm, the Programmes Coordinator is assisted by Finance and Administration Accountants and 2 Accounts Assistants.</p>	<p>(OVC) with emphasis on child rights protection issues;</p> <ul style="list-style-type: none"> • Environmental democracy with emphasis on environmental management and degradation control, and supporting environmental reforms and law; • Peace and conflict resolution dialogue and advocacy (formerly member of civil social organizations for peace in Northern Uganda); • Intellectual property and bio technology (mostly in Kampala); and • Budget monitoring in service delivery units (Schools, Health Centres, Sub Counties and Districts) <p>To achieve this broad mandate, AFOD works in partnership with ACODE in areas of research and analysis of the local government score card project; as well as in outreaches and capacity building. AFOD is also involved in Electoral Process Monitoring in West, Central, and Mid-Northern Districts of Uganda but mainly dependant on Electoral Commission posting or the Coalition for Electoral Democracy allocation during election period.</p>
<p>Defense for Children International - Uganda (DCI Uganda)</p>	<p>At the top most position is the General assembly in Geneva. In Uganda, the board of directors is the top most organ of DCI-U, below which is the secretariat headed by the Executive Director who reports to the Board of directors and the board reports to the General Assembly in Geneva. The assistant Director reports to the</p>	<p>The organizational mandate as provided for by the Children's Act is promotion and protection of rights of children in conflict with the law.</p>

Name of organization	Summary narrative of the organization structure	Mandate
	Executive Director. The project coordinator reports to the Deputy Director. Finance and administration, project officers and volunteers, field assistants report to the project coordinator whereas the accounts officer and administrative assistant report to finance and administration. Driver, guards and cleaners report to finance and administration.	
Legal Aid Clinic for the Law Development Centre (LDC)	The Law Development Center is headed by the LDC management committee followed by the Legal Aid Clinic Advisory Board that reports to the committee. Below the Advisory Board is the LDC director to whom the Head Post Graduate Legal Studies and Legal Aid and the Deputy Head Post Legal Studies and Legal Aid report. The Manager Legal Aid Clinic reports to the Head Post Graduate Legal Aid Studies and Legal Aid, while the senior Legal Officer, program officer, legal officer-district team leader, and the administrative assistant report to the Legal Aid Clinic Manager. The Legal Officer in charge of Litigation and in house counsel, the Legal officer in charge-Monitoring and Evaluation and the Legal officer in charge-Bar course training (clinical legal education) report to the Senior Legal officer and these are reported to by the legal assistant. Student volunteers, fit persons and community Legal Volunteers (up country districts) and reconciliators report to the Legal officer (District team leader).	To provide legal education to lawyers and non-lawyers, undertake research in topical legal issues, contribute to legal reform, produce legal publications, teaching materials, law reports and also provide community legal services.
National Union of Disabled Persons (NUDIPU) • Established 1987	At the top most level, there is the Board of Directors below which is the Management team headed by the Executive Director and the Heads of Departments who report to the Executive Director. Below Heads of Departments are the Staff Assistants. Support Staff	NUDIPU's mandate is to ensure the provision of Justice to people with disabilities for the full realization of their rights and inclusive development through

Name of organization	Summary narrative of the organization structure	Mandate
<ul style="list-style-type: none"> • Head office in Kampala 	<p>report to the finance and administration department which reports to the Executive Director.</p>	<p>support and advocacy</p>
<p>Platform for Labour Action (PLA)</p> <ul style="list-style-type: none"> • Established in 2000 • Field offices in Lira and Iganga • Head office in Kampala 	<p>The Board of trustees holds the top most position with the Board of Directors reporting directly to the trustees' board. There is an advisory committee that comes after the board of Directors. These give advice to the country director although the director reports to the Board of Directors. The board is composed of 9 members (3 lawyers, 2 accountants, 3 social workers and the Executive Director as secretary to the board). The board provides strategic direction to the organization and helps in resource mobilization. The board is active and meets quarterly. Below the country Director is the Executive Director who has an assistant; the executive assistant. Manager Finance and Administration, Manager Research and Knowledge Management, and Manager Social Protection Rights and Accountability report to the country Director. The Senior Accountant, Human resource officer and Administrative officer report to the Manager Finance and Administration, with the Accountant, Accounts assistants reporting to the Senior Accountant and the support staff reporting directly to the Administrative officer. The Monitoring and Evaluation Officer, Communication Officer and programme officer Advocacy report to the Manager Research and Knowledge Management. Below the Manager Social Protection Rights and Accountability are the Programme Officers and Legal Officers. The Programme Assistants report to the Programme Officers while Legal Assistants and Clerks report to the Legal Officers. CBOs, Community Volunteers, District Local Governments, and Community beneficiaries supplement PLAs work and report to the</p>	<p>PLA's mandate is to give protection to vulnerable and marginalized workers.</p>

Name of organization	Summary narrative of the organization structure	Mandate
	Programme Assistants, Legal Assistants and the Programme officer Advocacy.	
Public Interest Law Clinic (PILAC)	At the top of the pyramid, there is the Executive Director who is responsible for the overall management of the organization and handles legal matters. Below the executive director is the Programme Coordinator responsible for implementation of all field activities, reporting and grants liaison reports to the Program director. The clinical legal education officer reports to the program coordinator and the assistant instructor reports to the clinical legal education officer. The legal aid manager responsible for overseeing the legal aid programs reports to the project coordinator. Below the legal manager are the legal assistants who assist the attorneys in delivery of legal work. The project administrator reports directly to the program coordinator. The Senior Accountant responsible for financial management and supporting grants compliance reports to the Program director. Assistant accountant reports to the senior accountant. The driver, office assistant all report to the programme coordinator who reports to the Executive director	To promote social justice through a hands on experimental learning as well as exposing students to “live” cases of individuals who have been confronted by the law and its varied manifestations.
The Refugee Law Project (RLP)	At the top of the pyramid is the Makerere University School of Law Dean, to whom the Director reports. The management team includes Manager - Access to Justice Governance, Manager - Gender and Sexuality, and Manager - Mental Health and Conflict Transitional Justice and Governance; who all report to the Executive Director. Below the Management Team are 2 Heads of Programmes namely Head of Operations and Program Support; and the Human Resource Manager. Legal officers, assessment officers, social workers, interpreters	RLP mandate is to; <ul style="list-style-type: none"> • Protect and promote the rights of forced migrants irrespective of legal status. • Protect and promote the well-being and dignity of forced migrants (legal mandate). • Influence national and international debate on matters of forced migration, justice and peace in Uganda. • To be a resource centre for forced migrants and relevant actors

Name of organization	Summary narrative of the organization structure	Mandate
	and clinic officers report to the Head of Operations and Program Support while the Programme Manager for Social Change reports to the Human Resource Manager.	
<p>Street Law Uganda</p> <ul style="list-style-type: none"> • Established 2000 	<p>Street law Uganda is headed by the general assembly below which is the board of directors, and below is the secretariat headed by the Executive Director. The Board is composed of 5 members, is very active and oversees day today management of the organization. The program officers of Legal Aid, Juvenile Rights, Advocacy and Training, Finance and Administration all report to the Executive Director. Team of Advocates report to the Program Officer of Legal Aid and Juvenile Rights. The documentation officer reports to the Advocacy and Training officer while the care taker, driver, administrative assistant and accounts officers report to the Finance and administration officer.</p>	<p>Access to justice for political activists and indigent democracy activists (Although the mandate talks about justice for only political activists, the vision and mission Encompass justice for all).</p>
<p>Uganda Land Alliance</p> <ul style="list-style-type: none"> • Established 1995 • Field offices in Amuru, Apac, Pader, Moroto, Kotido, Katakwi and Napak District. A new office is to be opened soon in Hoima. 	<p>Uganda Land Alliance as an organization is guided and managed by the General Assembly who is composed of all active members. The members meet once during the calendar year with overall mandate of defining the functionality of the institution and seeking future strategic direction for the institution. The Board of Directors is elected by the members (76 organizations and 26 individuals) therefore oversees the functionality of the organization. The Board of Directors is composed of 8 members one of whom is a practicing lawyer. The board has the power to recruit and terminate the organizational executive director. The board has further mandate of monitoring the operations of the organization done through the quarterly meetings. The Secretariat on the other hand is the oversight, guardian and implementer of the daily mandates of the organization.</p>	<p>Focus on land rights and policy reforms</p>

Name of organization	Summary narrative of the organization structure	Mandate
<p>Uganda Women Lawyers Association (FIDA)</p> <ul style="list-style-type: none"> • Established 1974 • First legal clinic in 1988 • Head office in Kampala • Field Offices in Kamuli, Iganga, Kapchorwa, Gulu, Moroto, Arua, Kitgum, Lamwo, Pader, Luwero, Kabale and Mbale 	<p>The Uganda Association of Women Lawyers (FIDA Uganda) was established in 1974 by a group of women lawyers with the primary objective of promoting their professional and intellectual growth. FIDA Uganda established its first legal aid clinic in Kampala in 1988, with the objective of providing legal services to indigent women to enable them access justice. Today, FIDA Uganda has over 450 members, and offices in cities and towns across the country. While the provision of legal aid remains a core function of FIDA Uganda, the Association has adopted a broad range of strategic functions to pursue gender equality. FIDA Uganda is a much respected founding entity in the advocacy for women's rights in Uganda, and a well-renowned voice for the women of Uganda. FIDA is governed by a Board comprising of 7 Female Lawyers who are paid up members of FIDA as a requirement. The board however lacks an external input to legal knowledge, as well as male involvement due to the restrictions on membership. This has made most resolutions and technical advice to FIDA to bend more to the legal implications of every decision. FIDA structure is divided into three parts: the General Assembly of 476 female lawyers; the Board (7), and the Secretariat (57 Staff) excluding volunteers. The Secretariat is headed by the CEO, assisted by 2 Directors, 3 Department Managers and the respective staff under them.</p>	<p>FIDA Uganda was established with the primary objective of promoting female lawyers' professional and intellectual growth. FIDA Uganda established its first legal aid clinic in Kampala in 1988, with the objective of providing legal services to indigent women to enable them access justice. While the provision of legal aid remains a core function of FIDA Uganda, the Association has adopted a broad range of strategic functions to pursue gender equality. FIDA Uganda is a much respected founding entity in the advocacy for women's rights in Uganda, and a well-renowned voice for the women of Uganda</p>
<p>Uganda Network on Law Ethics and HIV/AIDS (UGANET)</p> <ul style="list-style-type: none"> • Established 1995 	<p>Uganda Network on Law Ethics and HIV/AIDS (UGANET) is a national Non- Governmental organization that was established in 1995 to bring together organizations and individuals who are interested in advocating for the development and strengthening of an appropriate policy,</p>	<p>UGANET mandate lies on the foundation that the law and human rights have a role to play in influencing the success of interventions intended to prevent further spread of HIV and also mitigate the adverse</p>

Name of organization	Summary narrative of the organization structure	Mandate
<ul style="list-style-type: none"> 5 Regional Branches 	<p>legal, human rights and ethical response to Health and HIV/AIDS in Uganda. UGANET is governed by the General Assembly of its Members which appoints the Board of Directors responsible for policy guidance. The board is composed of 11 members and meets quarterly. Day to day activities of UGANET are coordinated by a Secretariat headed by an Executive Director and supported by Programme and support staff.</p>	<p>social impact and suffering caused by HIV/AIDS. Legal protection and empowerment is a vital intervention in tackling causes and effects of vulnerability to HIV infection. The key areas of focus of UGANET are, advocacy for legal reform and enforcement, Capacity building of HIV/AIDS and Human rights, Constitutional Awareness rising, Human rights awareness and empowerment, HIV/AIDS awareness and service provision, media Advocacy and Research documentation and dissemination.</p>
<p>Micro Justice Uganda</p>	<p>The top most position is held by the Board of Directors responsible for ensuring that the organisation's mandate is fulfilled. Below the board is the Executive Director responsible for overseeing the day to day activities of the organisation. Below the Executive director are; the manager of legal aid, manager Human resource and Manager Finance and administration. The legal officers report to the manager Legal aid while the support staff report to the finance and administration manager</p>	<p>Micro Justice Uganda is mandated to engage in and support initiatives that bring about social and economic justice as strengthened by legal aid. The organisation's areas of focus are, promoting initiatives that uphold the individual's and communities' contribution to, participation and subsequently enjoyment of national development outcomes e.g. value addition programs/trade promotion, tenable micro financing contracts e.t.c. Promoting mechanisms that eliminate excessive conditions that deter the attainment of adequate standards of living among individuals and communities e.g. advocacy for pro poor, land administration. Enhancing mechanisms that streamline equity, harmony and prosperity as fruits of access to justice e.g. adjudication of land</p>

Name of organization	Summary narrative of the organization structure	Mandate
		conflicts. Specific activities of Micro Justice Uganda are community dialogues and Research and advocacy.
Foundation for Human Rights Initiative (FHRI)	Foundation for Human Rights Initiative is a membership organization with an organizational structure that comprises of the General Assembly, Patron, and Trustees, Board of Directors, the Working group and the Secretariat. While the General Assembly is the Supreme governing body of FHRI, the Trustees are the custodians of FHRI constitution and property. The patron on the other hand promotes awareness of the values and mission of FHRI, while the working group is the think-tank of the organization with the mandate of providing strategic direction on emerging issues. The working group is elected by the General Assembly. The board of directors has 8 members. The board meets 3 times a year to appraise staff, discuss and approve activities, budgets and programme work plans. It provides strategic direction to the organization while the secretariat is the implementing arm.	Provision of justice to all citizens in need of protection of human rights, through provision of advocacy platform for promotion of human rights and adherence to the rule of law. Foundation for Human Rights Initiative's core programme areas are, Research, Advocacy and Lobbying Treaty Reporting, Legal services, Legislative Advocacy, Lobbying and Follow up, Paralegal Advisory services and death penalty campaign. Specific activities are, Civic Education, Public Outreach, Citizens Coalition for Electoral Democracy in Uganda, Regional Outreach and organizational development
<p>Action Against Violence – Uganda (AAV-Uganda)</p> <ul style="list-style-type: none"> • Established 2009, registered as an NGO in 2011 • Head office in Kampala • Has an Economic Empowerment branch office in Jinja (no 	The Supreme Governing body of AAV-UGANDA is the General assembly. Below which are the Board of Directors with members who jointly oversee the activities of the organisation. The board has 7 members comprised of social workers, teachers and lawyers. The board meets three times a year and works independently without interfering in the day-to-day running of the organization. The Executive Director is responsible for successful management and leadership of the organisation and reports to the board of directors. The programme officer reports to the executive director and has the overall responsibility for a number of projects and the project managers. The legal officer responsible for handling legal affairs, IT and finance responsible for managing and	AAV's mandate is to empower individuals & communities to respond to domestic violence & HIV/AIDS through advocacy, capacity building & awareness campaigns. AAV- UGANDA targets mainly children and women and the specific services provided are Alternative Dispute Resolution, legal advice, capacity building of CBOs – for preventive measures in Gender Based Violence and capacity building for students and teachers in reporting cases of GBV and Human Rights violence.

Name of organization	Summary narrative of the organization structure	Mandate
legal aid work)	sustaining finance and the office attendant report to the programme officer.	
Alliance for Integrated Development and Empowerment (AIDE)	<p>The Director is responsible for the overall management of the organization and handles legal matters and reports to the board. Reporting to the Director is the Programmes Director responsible for overseeing planning, implementation and monitoring of programmes. The Programme Coordinator responsible for implementation of all field activities, reporting and grants liaison reports to the Program director. The Accountant responsible for financial management and supporting grants compliance reports to the Program director. On bottom of the organization structure are volunteers who come on part time basis to participate in activities. They report to the program coordinator.</p>	<p>AIDE's five core programme areas are Legal aid provision, Sexual and Reproductive Health Rights, Legal education/Human Rights awareness, Orphans and Vulnerable children (OVC) and Research, advocacy and Networking.</p> <ul style="list-style-type: none"> • Under Legal aid provision the organization supports to increase access to justice for the disadvantaged and vulnerable women and children through provision of legal aid, inheritance protection and strategic litigation. • Under Sexual and Reproductive Health Rights, AIDE supports capacity building of young people as community advocates to help empower communities to demand access to sexual reproductive health related services at different levels. • AIDE uses Legal education/Human Rights awareness to empower communities with legal and human rights knowledge through conducting legal and human rights awareness programmes. This is aimed at enabling them understand their rights and assert them and to change negative attitudes and cultural practices that affect the women, children and other vulnerable people. • AIDE works in partnership with other

Name of organization	Summary narrative of the organization structure	Mandate
		<p>organizations to provide education support and social protection to orphans and vulnerable children and their families.</p> <ul style="list-style-type: none"> • AIDE conducts research on human rights issues and uses the information for advocacy to achieve the desired change. This is done in collaboration with other likeminded organizations working with women and children, addressing gender, human rights and health issues.
<p>Retrak Uganda</p> <ul style="list-style-type: none"> • Established in 1997 • Offices in Memgo, Kibuli and Kalerwe 	<p>Retrak is a faith based organization headquartered in the United Kingdom with operational offices in the USA. The Board is composed of 5 high profile members. Retrak has a team of 120 staff throughout the world. In Africa, Retrak works in 8 countries including Kenya, DRC and Tanzania. Retrak Uganda is headed by the Country Director. The Country Director is assisted by the Finance Manager, Programmes Team leader, Auditors and eight social workers. Over all, Retrak Uganda has 12 members of staff. Reporting is highly specialized through the managers in the line of duty. The overall operations heads like finance, Information technology, management are headquartered in the UK. Reporting structures are clearly defined and the Country Directors report directly to the Chief Executive officer in the UK.</p>	<p>Retrak aims at enabling street children out of vulnerability, exclusion and poverty to a life within a positive family or community. Retrak's ultimate focus is to see that no child is forced to live on street.</p> <p>Summary of Retrak's core activities:</p> <ul style="list-style-type: none"> • Promoting and defending children rights • Child re-integration procedures • Research and investigation of child safety • Providing children with a safe and active alternative settlement to street life • Child protection awareness • Outreach services enable staff to meet street children and offer them support at Retrak children centres • Advocating for family preservation and work with communities to prevent highly vulnerable children from going to the street

Name of organization	Summary narrative of the organization structure	Mandate
		<ul style="list-style-type: none"> • Research advocacy and collaboration to change policy in favor of children
<p>Community Justice and Anti-Corruption Forum (CJAF)</p> <ul style="list-style-type: none"> • Established 2008 	<p>Community Justice and Anti corruption Forum was founded by members who got concerned by the need for Justice in the community. It has the Board of Directors as the top most organ, where as the operations are done by the day to day management headed by the Executive Director. The board has 7 members of which one is a Magistrate. The board members are also the founder members of the organization. The Executive Director works with the director of Programs and then project Officers (recruited as per needs of the project). Communication and reporting is largely horizontal and work is highly inter-changed among staff members. Only four members are full time. The other four are part time staff.</p>	<p>CJAF provides legal aid services to the poor. The forum investigates, empowers, educates and represents the poor on criminal and other cases in courts of law. Below is the summary mandate of CJAF Uganda.</p> <ul style="list-style-type: none"> ▪ Legal and human rights awareness and education ▪ Human rights awareness and empowerment ▪ Legal representation in courts of law and mediations among conflicting parties ▪ Legal advice and counsel ▪ Student internship and training ▪ Registration of complaints (land fraud, human rights violations, injustices) ▪ Advocacy in legal and human rights policy makers
<p>The Public Defender Association of Uganda (PDAU)</p>	<p>Public Defender Association of Uganda is led by the executive Director who reports directly to the Board of Directors. The board of directors is the supreme body of PDAU. The executive is the head of business and is assisted by Departmental heads. Communication and reporting is horizontal and vertical. Chamber members assist each other in reporting as most members in the chambers are lawyers.</p>	<p>PDAU pursues a society in which disadvantaged people with criminal cases have improved access to justice in fulfillment of constitutional requirements. The establishment of PDAU was therefore to establish an institutionalized national mechanism for legal representation of people with criminal cases. The mandate of PDAU extends from the central region to the eastern and southern regions. PDAUs ultimate aim is to deliver justice where it is</p>

Name of organization	Summary narrative of the organization structure	Mandate
		denied or not accessed. This is through provision of holistic needs of the indigent persons with legal and human rights technical advice, expertise, tools and equipment.
Human Rights Awareness and Promotion Forum (HRAPF)	HRAPF has four major governance structures; these are the General Assembly which is the supreme governing body of the organization. The General assembly is preceded by the board of trustees which is made of two members. The board of Directors follows the general assembly and then the secretariat (also the operational management) which is composed of 17 members of staff. The board is composed of 7 members (including lawyers, procurement specialists and social workers). The board sits quarterly and actively supports and guides the work of the secretariat. The secretariat is headed by the Executive Director. The reporting structure is upstream and policies are developed with the input to top of low level staff. Only top policy communication flows down stream. The flow of information is clearly defined and there is coordination among staff.	HRAPF has three major focus;- a) Access to justice program employs the following strategies- <ul style="list-style-type: none"> • Legal aid services • Research and documentation • Legal and human rights education and information • Education, information and communication b) Legislative advocacy and networking HRAPF works with likeminded organization and institutions to advocate and influence the adoption of policies and legislation that promotes equality and discrimination. Key activities include;- <ul style="list-style-type: none"> • Legal and policy analysis, • Strategic interest litigation, • Working through partnerships c) Capacity building programs; Key activities include <ul style="list-style-type: none"> • Policy development, • HRM and development, • Strategic governance and increasing resources
Uganda Muslim Supreme Council (UMSC)	The General Assembly is the supreme legislative organ of the Council, and subject to the provisions of the Constitution, the General Assembly exercises the final authority in all matters to do with the Constitution. The Uganda Muslims Supreme Council has the secretariat	Uganda Muslim Supreme council seeks to enable Muslims attain religious, economic and just welfare in the country through creating awareness and enforcing human rights in Uganda. UMSC emphasizes

Name of organization	Summary narrative of the organization structure	Mandate
	<p>which runs the daily operations of the council, the college of sheikhs, and the district Kadhis. The constitution is the supreme guide and gave guidelines to formation of certain departments and associations like the Health, education, social welfare, students and youth Departments. All the heads of departments report to the secretariat headed by the Mufti. The Mufti is the head of religion and business of the council and the Islamic faith and reports to the General Assembly. The Muslim constitution has been disrespected because of making the Mufti the head of business and religion. The general assembly is ceremonial and the mufti overrides the decision making in the council.</p>	<p>diversity and respect to other religions, peace, unity and compassion. The council was established to cater for; preserve, protect, promote and advance the interests of Islam and the Muslims throughout Uganda</p>
<p>Law and Governance Advocates Uganda</p>	<p>The organization has 4 members of staff and one reporting line. The Administration Officer and Legal Officer (who also doubles as the Programme Officer) report to the Executive Director. The Executive director reports to a Board of Directors. The Board is composed of 5 members who sit twice a year. It is an active board charged with technical guidance of the organization, fundraising and policy development.</p>	<p>Law and Governance Advocates Uganda (LGAU) has a dual mandate, law and governance; specifically how to use the law to advance governance to functionality of the institution and its structures.</p>
<p>African Centre for Treatment & Rehabilitation of Torture Victims (ACTV)</p> <ul style="list-style-type: none"> • Started 1993 	<p>The African Centre for Treatment and Rehabilitation of Torture Victims (ACTV) is a unique African organization that was created in June 1993 in Kampala, Uganda by African professionals drawn from different walks of life under the guidance of the International Rehabilitation Council for Torture Victims (IRCT). ACTV is headed by a Chief Executive Officer who is answerable to the Board. The CEO leads a management team comprising of the Program Manager, Branch Manager Gulu, Finance and Administration Manager, Monitoring and Evaluation</p>	<p>ACTV's mandate is to provide quality holistic treatment and rehabilitation services to survivors of torture. The organizations service delivery model is holistic and multi disciplinary in nature. It offers physiotherapy, psychosocial, psychological, medical, and legal and advocacy services.</p>

Name of organization	Summary narrative of the organization structure	Mandate
Uganda Youth Development Link (UYDEL) <ul style="list-style-type: none"> • Started 1993 • Headquarters in Kampala, branches in Kalangala, Wakiso and Busia 	Officer and Clinic Head UYDEL has a Board of Directors at the helm, the institutions is headed by an Executive Director who heads a team of Programme Managers to implement its agenda. The board is composed of 8 members; and sits quarterly. The board is independent and guides the technical and policy direction of the organization.	UYDEL's mandate is to rehabilitate and reintegrate street children and empowerment of disadvantaged youth living in poor urban and rural areas of Uganda. The service delivery model is based on 5 programme areas; livelihood training, accommodation, life skills education and empowerment, research, advocacy.
Muslim Centre for Justice (MCJ) <ul style="list-style-type: none"> • Founded in 2009 • Based in Kampala 	MCJ is a membership organization; subscription is for Moslem lawyers who constitute General Assembly which is at the apex, followed by a Board of Directors and a Secretariat. The Board of Directors is composed of 8 people, 4 of which are lawyers with MCJL. They are independent and guide the operations on MCJL, but have failed on the fundraising component among their roles.	The mandate of MCJ is to provide legal aid to marginalized and vulnerable Muslim communities in Kampala and Butambala. It focuses on; <ul style="list-style-type: none"> • Legal aid services including micro justice (processing land titles and registering small businesses, birth and marriage certificates for poor people) • Human rights awareness and legal education • Children rights campaigns against child trafficking and child labor • Rights for PWDs • Democracy and good governance
War Child Canada	War Child Canada is headed by a Country Director over seeing entire organization supported by programme managers in logistics, operations, security, finance and administration. The organization has 3 field offices in the Acholi region , Arua, Adjumani, Koboko and Kiryandongo. War Child International is founded in the Netherlands and operates primarily under Dutch law; but also works in various countries – where it abides also to the local	WCC's Mandate is in 3 core areas; education, justice livelihood and youth engagement

Name of organization	Summary narrative of the organization structure	Mandate
	<p>laws. In line with Dutch law, rules and regulations, War Child International clearly separates the executive/managerial responsibilities and duties, from the supervisory responsibilities and duties. These rules ('Rules') concern the main duties and responsibilities of the Supervisory Board ('SB'). A Supervisory Board may also be known as Board of Trustees, Board of Non-Executive Directors, or Board of Governors. In these Rules, War Child International uses 'Supervisory Board', as it comes close to the Dutch official title "Raad van Toezicht".</p> <p>In essence, these Rules state that the SB shall:</p> <ul style="list-style-type: none"> - Act within its powers, in good faith, and in the interest of WCH and in particular the war children it serves - using good care and skill in their work; - make sure it is sufficiently informed; - Take into account the relevant factors and the perspectives of all those involved in WCH; - Manage conflicts of interest; - Be composed as a 'diverse' group of qualified and independent supervisors; - supervise, monitor and advice executive management; - Be the employer to the Statutory Director - See to it that WCH serves its purpose, to the benefit of war children, in a proper way. 	
MIFUMI	MIFUMI has a Board of Directors at the top. The board is	MIFUMI's mandate is provision of Gender

Name of organization	Summary narrative of the organization structure	Mandate
<ul style="list-style-type: none"> Started in 1994, based in Tororo Branch offices are in Kampala, Masaka, Mbarara, and Moroto 	<p>a strong team of seven technical persons including a medical doctor, a child specialist working with UNICEF and a Priest for relations with Religious institutions. The board is very independent and meets quarterly for the board business, and once a year with staff to understand their operational issues. MIFUMI team is led by the Executive Director who is based in Tororo at the head quarters and the Deputy Executive Director based in Kampala office. Branch offices are in Masaka, Mbarara, and Moroto.</p>	<p>based Violence prevention and response services.</p>
<p>Uganda Christian Lawyers Flaternity</p> <ul style="list-style-type: none"> Founded in 1987 at Makerere University Kampala Branches – Masaka, Kasese & Gulu Field offices in Moyo, Kayunga and Buikwe 2005 - registered NGO 	<p>UCLF organizational structure has the AGM at the apex, then a Board of Directors, and a secretariat answerable to the board. The board is composed of 10 Lawyers who are members of the fraternity. To be a board member, one must be a member of the fraternity. The board is independent and highly technical in legal issues hence duly guides the operations of the organization. The secretariat has got 36 staff of which 25 are based in Kampala. The area of coverage on national level is Gulu (covers Amuru and Moyo), Masaka (covers Rakai), and Kasese. The Kampala office covers Buikwe, Kayunga, Mukono, and Wakiso</p>	<p>UCLF is an association of Christian Lawyers who seek to share Christ in fellowship and outreach to the lost, in seeking justice for all society in spirit, love and compassion</p>
<p>Legal Action for Persons with Disabilities (LAPD)</p> <ul style="list-style-type: none"> Established in 2005 	<p>LAPD is a non government and nonprofit organization formed by lawyers with disabilities to dispense legal duties to persons with disabilities through counseling, advice and representation through courts of judicature. The organization has walk in clients who come to register cases; it also has legal aid clinics which it holds country wide. It works with communities, Disability Organizations, government line ministries and statutory bodies and the general public. LAPD was registered with the Non Governmental Organization Board in Kampala on</p>	<p>LAPD offers free legal services to indigent persons with disabilities in Uganda</p>

Name of organization	Summary narrative of the organization structure	Mandate
	the 27th November 2005 with a mandate to operate in the whole country. It has 5 board members that play guide the policy and technical direction of the Organization.	
<p>Avocats San Frontiers (ASF)</p> <ul style="list-style-type: none"> • Started 2007 • Located in Kampala 	<p>Avocats San Frontiers (ASF) has a Head of mission and programme officers for coordination, administration, finance, logistics, and human rights. The Uganda team has 1 expatriate, 6 national collaborators, 3 interns and 16 collaborating lawyers from the Uganda Law Society. The Uganda team operations are guided by an independent board sitting in Brussels. The Board is composed of 9 people that are technical enough to guide the global operations of Avocats San Frontiers.</p>	<p>ASF mandate is to Promoting access to justice and establishment of the rule of law. Up to 2007, it was direct service delivery; clients would walk in and be served, but changed to having full clinics and a field office in Hoima implementing programmes on business and human rights focusing on oil & gas.</p>
<p>Community Legal Action and Integrated Development (COLAID)</p> <ul style="list-style-type: none"> • Established in 2014 	<p>COLAID started as a Community Based Organisation (Kawempe Division Legal Rights Initiative) in 2009. In 2014, it was registered as COLAID, an NGO with the same vision and objectives. At the top, there is the Board of Directors (<i>7 members but non functional due to lack of funds to facilitate them</i>) below which is the, Executive Director and below there is Accounts Manager and Human Resource manager. Below is the Programs manager and below are 2 Project coordinators and volunteers, One Legal officer and below him there are Paralegals. The Administrative officer reports to the legal officer while the Driver, Guard and Cleaner report to the Administration officer. However not all positions are filled because of funding gaps.</p>	<p>COLAID's mandate is focuses on;</p> <ul style="list-style-type: none"> • Carrying out Legal Awareness & Development Sessions. • Advocating for the rights of the indigent persons. • Legal counselling and Advice. • Community Dialogues. • Alternative Dispute Resolution (ADR) • Writing referrals and networking with other bodies.
<p>Centre for Public Interest Law (CEPIL)</p> <ul style="list-style-type: none"> • Established 2009 • Head office in Kampala 	<p>At the top of the pyramid, there is the Board of Governance below which is the Executive Director. The board is composed of 7 members of which 5 are lawyers by profession and 2 are non legal. The board is not functioning to the expectations of the organization technical team. The programs department and sitting practicing advocate report directly to the Executive</p>	<p>Center for Public Interest Law seeks to promote and protect interests of groups that are facing injustice on their land and use courts to seek redress, and use the law as a tool, advocacy and lobbying to ensure that every person has equal opportunities despite leaning towards any social</p>

Name of organization	Summary narrative of the organization structure	Mandate
<ul style="list-style-type: none"> Branch office in Gulu 	<p>Director and the Accountant and Administration officer report to the programs department.</p>	<p>standing, religion or political sect. CEPIL has four areas of focus that include; corruption, inequality and justice, the exploitation of poor peasants by powerful communities, Social and Economic policies. CEPIL's specific activities include; Legal representation, Diversion, Public interest Litigation and Mediation. In addition, CEPIL partners with credible law firms (proxies) that take care of cases under the supervision of the Executive Director and legal officers, CEPIL legal officer move to the grass roots for sensitization.</p>
<p>The Legal Aid Project (LAP) of The Uganda Law Society</p> <ul style="list-style-type: none"> Established 1992 Headquarters in Kampala Operates through ten (10) clinics in Kampala, Jinja, Luzira, Kabale, Kabarole, Masindi, Mbarara, Soroti, Gulu and Arua 	<p>The Legal Aid Project (LAP) is a Non Government Organization established in 1992 by the Uganda Law Society with assistance from Norwegian Development Agency (NORAD) and the Norwegian Bar Association, to enable indigent, marginalized and vulnerable people access quality legal aid service in Uganda. The project currently operates through ten (10) clinics in Kampala, Jinja, Luzira, Kabale, Kabarole, Masindi, Mbarara, Soroti, Gulu and Arua and neighboring environs.</p> <p>The Board of Directors provides policy guidance and oversight to LAP. It consists of nine (9) members who meet quarterly. The clinic is run by two organs namely; the Legal Aid Pro Bono committee that reports to the Executive Council of the Uganda Law Society and oversees a multi disciplinary management and technical staff. The secretariat management team is tasked with oversight and implementation of the project's strategic objectives and reports to the Legal Aid Pro Bono committee.</p>	<p>The LAP has the mandate of enabling indigent, marginalized and vulnerable people access quality legal aid service in Uganda. Services provided by LAP include; Provision of Legal Information and advice, Mediation, Negotiation and other alternative dispute resolution services, Court Representation, Training Para Legals in areas where there is limited supply of Advocates, Conducting Legal and Human Rights Awareness programs, Production of Human and Legal Rights publication materials, Lobbying and Advocacy for Pro poor Laws, Research, documentation and Dissemination.</p>

All organizational mandates are in line with the Visions and Missions of the respective LASPs and LEAPs. All staff interviewed that are involved in the legal aid service provision portrayed a general understanding of the organizational mandate; and were cognizant with the mission of the organization.

LASPs Governance

The assessment exercise established that 7 (18%) out of the 38 covered LASPs do not have Boards for governance. The assessment also found out that board composition varies in number ranging from 4 to 11 members. To some organizations like FIDA, the board members have to be members of FIDA by law; and therefore are limited to external perspectives to legal issues as well as the contribution of the male gender. In AHURIO as another case example, the board membership has some of the member organization leaders as part of the AHURIO Board hence breeding competitive and biased ideas and the resultant conflict of interest. To a significant number of others, the boards are completely composed from outside of the organization. However, some LASPs complained of weak and at times non performing board members (and the board in general) especially on the fundraising function. This was partially attributed to the limited subject skills and experience; but also to some extent as a result of ignorance of their roles and or undefined board roles as a result of the lack of a well sought out board composition.

It is important to note that the board of directors is the body responsible for governing an organization. It makes sure that the NGO has what it needs to carry out its mission, and that it does so legally, ethically and effectively. Ultimately, the board is accountable to the NGO's community, donors, partners and other stakeholders.

The responsibilities of the Board of Directors typically include;

- Setting the NGO's values, vision, mission and goals; and thereby providing the overall direction to an NGO;
- Making sure the NGO has the resources it needs by engaging in active fundraising;
- Making sure finances are well managed;
- Ensuring that an NGO's work is effective;
- Hiring, supervising and evaluating the executive director;
- Establishing policies and procedures;
- Serving as ambassadors for the NGO; and
- Ensuring the NGO meets ethical standards.

Any NGO Board member must be conscious to avoid conflict of interest. A conflict of interest arises when the personal or private interests of a board member are at odds with the interests of the NGO. Such a conflict may prevent a board member from making an objective decision. Therefore, every NGO needs an explicit conflict of interest policy that requires board members to disclose any conflicts of interest and remove themselves from the related discussion and decision

It is strongly recommended that LASPs build more diverse boards. It is therefore imperative for a particular LASP to make a list of the kinds of expertise, skills and relationships the NGO needs and where they can find people who have them. Many LASPs have board members with expertise in their sector, such as lawyers, human rights experts, and social workers. This is important, but doesn't yield board members with expertise in management, communications, community outreach and finance among others.

The following questions/issues should be considered while assessing current board or future composition:

It is also important to consider what specific knowledge and skills will help a LASP/LEAP achieve its goals over the next three to five years. This will guide which board member to bring on board and who to let go.

What kinds of connections and relationships does the NGO need now and in the future? If the board realizes that it could benefit immensely by recruiting a new member from a particular entity, it is important that they draw a list of potential contacts at the desired institution and arranges meetings with them to start the process of identifying prospective candidates for the board.

Another important question to consider is; what personal traits and characteristics should a new board member have to fit in with the rest of the board? To some extent, it is safer and wiser to consider how the board members will relate to each other, and react to each other without losing the gist of the matter to personal emotions and judgments.

Above all, the board must be committed to the NGO's vision, values and mission. Board members must devote time to NGO governance and planning, and acquire new skills where necessary to support the NGO.

LASP/LEAP Board Structure

At any one time, a LASP's sustainability—its ability to serve its clients over the long term—depends largely on the quality of the organization's governance.

Ideally, every LASP just like all NGOs should be directed and controlled by a governing body, or a board of directors. In most cases, the board has a legal, moral, and fiduciary responsibility for the organization.

The Board's major responsibilities should include acquiring and protecting the organization's (LAPS's) assets; and make certain the organization is working to fulfill its mission. At their best, boards reflect the collective efforts of accomplished individuals who advance the institution's mission and long-term welfare. The board's contribution is meant to be strategic and the joint product of talented people. People on a LASP's board ideally, should together apply their knowledge, experience, and expertise to the major challenges facing the institution. Strategic thinking and oversight characterize the board's leadership role. An effective board organizes itself to carry out its duties and responsibilities. To manage the day-to-day operations of the NGO, the board of directors appoints an executive director. Tensions and inefficiencies result if responsibilities, authority, and working relationships of board and staff are not clearly defined.

Boards tend to work effectively when they are structured to carry out each unique mission of the NGO and maximize the individual talents of board members. Dividing the board into committees is a common mechanism for:

- Organizing the board's work to accomplish the NGO's mission;
- Preparing board members for making informed decisions;
- Using board members' skills and expertise (i.e., a board member with financial experience serves on the finance committee and one with a deep understanding of the clients' needs serves on the program committee); and
- Providing opportunities to become involved and serve the organization.

A board structure should include the Chairperson of the Board; Vice Chairperson; Standing Committees including the Executive Committee, Finance Committee and the Nominating Committee; Ongoing Committees; Ad Hoc Committees or Task Forces; and Advisory Committees

Governing documents should include the major three: articles of incorporation; bylaws; and the mission statement. These documents, along with the minutes of board meetings, budgets, financial statements, and policy statements, communicate how the organization is governed, individual responsibilities, the organization's past, and the organization's future plans.

3.1.2 Key Strengths of LASPs and LEAPs

Analytical dialogue with staff in Legal Aid Service Departments revealed a number of key strengths in regard to the delivery of legal aid services. The following were considered as key internal strengths to the functioning of LASPNET members and partners;

- i). Most member organizations have strong organization structures rooted in an organized Board of Trustees or AGM members with excellent knowledge and experience in management of organizations.
- ii). Strong management Teams at organization level bolstered by the long management span at particular organizations; further preceded by earlier management experience and high academic qualifications all work to make organizations stronger. Most EDs are (part) of the founders having previous work experience in NGO sector from which the idea of starting their own organizations was born.
- iii). Most organizations have a strong recruitment policy drives that bring on board the best qualified staff academically and with hands-on experience in the area for which one is recruited.
- iv). Almost all LASPNET Members use a community based approach in delivering programmes including legal aid services; which creates a strong bond between the beneficiaries and the organization. Service delivery is deeply rooted in the community hence breeding acceptance and support for all areas addressed by the organization's programmes. In addition, the organizations have developed an attachment to the indigent categories they serve hence giving implementing organizations an upper hand in listening and talking openly about sensitive matters to tricky indigent groups for example street children.
- v). LASPNET members enjoy a positive working relationship with District and Sub County stakeholders, police, JLOS, DCCs and RCCs as well as the Judiciary. This has allowed them advance the advocacy agenda, representation of the indigent in courts of law and the general acceptance of Alternative Dispute Resolution MoUs drawn by Legal Aid Staff as legally binding.
- vi). Some organizations like FAPAD, HRAPF, WVU, AFOD and ULA among others have internal capacity building strategies focused on continuously facilitating staff to acquire new knowledge in the fields of legal aid service; and ensuring that such needed training and related trainers are availed to staff. There is deliberate effort to enhance skills internally by training all staff on research collection, data analysis, M&E; and policy analysis. Continuous refresher trainings on organization mandate, mission and

objectives keep staff focused, and further builds confidence in staff as they tackle the different areas of work.

- vii). Most established members have a sitting advocate within the organization. This limits the need for outsourcing expensive advocates whose passions and goals might not yield equally as those trained and facilitated to serve the indigent persons.
- viii). Every member further belongs to several other NGO Networks from which knowledge and experience is sourced to usher solutions to work related challenges, shape new ideas and advance causes that benefit both the organization and the people they serve.
- ix). By and large, all members fundraise for the several programme areas in addition to legal aid service hence ensuring to some extent a good flow of the much wanted finances to implement projects in all programme areas.
- x). Most member organizations employ local people who understand the community, speak their languages, and live amongst them. All rural based and most urban based LASPNET members that have internally hired legal persons have endeavored to ensure they speak and understand the locality languages. This has further cultivated a sense of belonging and helped build community trust since community members are sure that the person they are speaking to hears and understands it all without a third party to translate either way. In addition, because some legal aid organizations are specific to the categories they serve e.g. disabled persons, and women and girls living with HIV/AIDS; such indigents feel secure as they identify with the legal aid service providers without any form of discrimination.
- xi). Majority of LASPNET members have a strong periodic regular reporting culture where reports are filed and consolidated in general programme reports, partner reports and annual reports that are dully shared with all concerned stakeholders hence maintaining excellent working partnerships.
- xii). There is a strong partnership among Legal aid service providers and between Non State Actors and LASPs especially on referrals. These referrals are made to a particular LASP or LEAP depending on the capacity to serve a particular client. Non State actors like UHRC have benefited from a Referrals Information Management System given by LASPNET. Partnerships make work easy and continuous for those LASPs that could otherwise have never been able to support a client beyond some point.

3.1.4 Available Opportunities

There are existing opportunities for legal aid service organizations to engage in Public Interest Litigation (PIL) in addition to individual litigation. 'PIL' means a legal action initiated in a Court of law for the enforcement of public interest or general interest in which the public or a class of the community has pecuniary interest or some interest by which their legal rights or liabilities are affected⁷. Customary land ownership systems, governance and social cultural practices all present issues and opportunities for PIL in the greater most organization locations.

LASPNET members could undertake state briefs in addition to civil matters. A brief is a written or printed document prepared by the lawyers on each side of a dispute and submitted to the

⁷ See more at: <http://www.legalblog.in/2011/02/public-interest-litigation-definition.html#sthash.T6PkayP1.dpuf>

court in support of their arguments - a brief includes the points of law which the lawyer wished to establish, the arguments the lawyer uses, and the legal authorities on which the lawyer rests his/her conclusions.

LASPNET members also stand a chance at attracting significant international support especially from Universities, Philanthropy Organizations and International NGOs through research and documentation. Member organizations are sitting on heaps of undocumented knowledge, opportunities for undertaking regular surveys affordably, and opportunities to participate in journal articles specific to legal aid work. Such research publications and journal articles attract partners in research as well as funders for the researches or projects identified by the studies.

The demand for legal aid is high among both the communities currently served and those yet to be reached. This means that legal aid service providers have room for extending services, and justification to seek more funding and work partnerships. To this end, LASPNET members ought to exploit more the supportive relationships with government organs and ministries including Office of the Prime Minister to solicit for financial support from government, backing for funding from international development partners, and fruitful advocacy to make legal aid part of social protection packages government offers to indigent persons like the elderly. With the growing instability, economic crises and LGBT issues; the donor community has increased interest in Human Rights issues and are pushing more resources into the sector.

Another eminent opportunity is the partnership with a printing house to publish the translated Runyakitara version of the Constitution of the Republic of Uganda; upon approval of government. WVU has successfully translated and aired on Radio the Constitution of the Republic of Uganda and has aired programmes on Radio every Thursday of the week from 7pm (EAT). Other legal aid service organizations can champion the task of translating to languages in the geographical areas of operation.

Engage in plea bargaining for criminal justice as a form of quick justice and prison decongesting.

3.1.5 Major Internal Weaknesses

- From a JLOS perspective, the services of legal aid are expected to be at the same level as a Chamber. Dispensing legal information should be based on proper legal knowledge offered by an advocate. Unfortunately, many LASPs have faltered the standards and operate without qualified legal staff. This is a direct call on the state to control affairs within that particular entity since they are offering services they are not qualified to give.
- An observation from a state actor on the way LASPs operate is that due to the fact that the state lacks strong institutions for legal aid and lacks a national body to regulate Legal Aid; LASPs continue to see one another as competitors and thereby killing opportunities for synergies.
- Documentation was broadly mentioned as an area of weakness in over 90% of the assessed organizations. Most staff feel they are struggling with quality of reports and proposals produced internally. The ability to document success stories and analyze qualitative data is lacking.

- For some organizations like FAPAD, staff numbers continue to grow with time but there is no dedicated Human Resource Department to deal with associated concerns including contract issues and internal policy related issues.
- Short term funding is not favorable for long term engagements especially prolonged or recurrent cases in ADR or court arbitration. The limited funding further strains the length of contract that a particular staff can get for employment in some organizations which affects retention of key skilled staff. This presents a risk that should any potential employer arise; offering longer term contracts, organizations stand to lose key skilled staff that they have invested resources in to groom and train overtime.
- Even state actors like Justice Centres Uganda (JCU) equally struggle with funding gaps. Although JCU is funded by the government, it is situated in a court and 90% of the funds are still donor originated. Donors dictate the agenda and most of the plans depend on what the donor will say. Legal aid should take certainty, with or without DGF, or when there is a change in Government, people need assurance that legal aid will still be there.
- Another common internal weakness related to funding was the failure to perform organizational responsibilities as per the mandate; a situation that makes the beneficiaries, partners (public and non state actors) lose confidence in a particular organization. A case in point are organizations that stand for ensuring quick justice but cannot sustain availing logistics to move justice seekers to court hearings; leaving them at the mercy of police and prisons officers who are usually not lenient or accommodative. In the case of children in conflict with the law, this has served to worsen the wild side of the affected children.
- Generally, staff client ratio is very low. This is the case for organizations offering court representation and ADR mechanisms, as well as for those involved in social work among indigents and psycho-social support to abused and traumatized victims. This is attributed to the rising case logs coupled with the inability to hire and retain all the necessary key staff (cost implication).
- Also noted is the fact that LASPs and LEAPs lack holistic approach to legal aid service provision; mainly as a result of limited finances coupled with skills gaps. It was noted that a few organizations like MIFUMI, WCC and FIDA offer psychosocial support as a necessary ingredient to legal assistance provided to indigent clients. At FIDA, they hardly have office space to host counseling rooms and psychosocial staff.
- There are scanty cases of fraud to indigent clients by LASPs staff. This is however linked to the lack of a clear definition of how free legal aid is; and what limits should the indigent person stop at while meeting some expenses related to their cases.

3.1.6 Threats to LASPs

- i). Organizations implementing governance projects mobilize and educate communities to demand accountability for public resources. The accountability is sought from public officials responsible for service provision and related government expenditures. However, LASPNET members faced pressure from some public servants who feel the demand for accountability has been pushed strongly. The Popular Black Monday protest for which some LASPNET members participated was a direct governance advocacy activity against corruption and embezzlement of public resources. This among other elements under the governance component drew negative support from some public servants toward

participating members and the different projects they implement. This continues to be a threat to implementation of the governance projects since they directly call for improved accountability on the use of public resources.

- ii). NGOs are subject to renewal of operating license every 3 years after fulfilling certain conditions. For long term planning, the practice is risky as the approving authority can find any reason not to renew one's license hence keeps the NGO continuity to fate beyond their control.
- iii). Another perceived threat hails from Private Law Firms; which view legal aid service providers as a threat to their profitability due to the pro-bono services they offer. In some instances, Private Practicing Advocates don't give proper advice to indigent clients on alternative procedures like ADR; hence deprive them of the chance to settle civil matters at no cost, and end up paying to have the case referred back to ADR mechanisms before Courts of Law can take them on. In this process, the indigent pay expensive legal fees and get further frustrated making it a hard entry for legal aid service organizations mid way a distorted legal procedure.
- iv). Donor funding is often limited and tied for implementation to particular district boundaries. This leaves out potential indigent legal aid service beneficiaries; who might be part of the projects in other core programme areas that organizations undertake. In addition, not all impact results for legal aid interventions are tangible; or can be achieved within the short funding periods of certain projects. This has served to make some potential donors shy away from funding legal aid work because they want quick tangible results.
- v). Inadequate training of state partners like the police in implementing legal aid services affects the quality and intended results of the interventions. The police for example are key stakeholders of the law and in delivery of justice for children. However, disregard of the law makes Retrak's work difficult for example detaining adult criminals with children is psychologically torturing.
- vi). Some organizations are victims of the developments among groupings of the same identity; and as a result have suffered general harassment and skepticism regarding the work they do. This is especially the case with Muslim Faith Based legal service organizations who are critically looked at by government security organs as if the organizations are attempting to defend enemies of the state. This situation of fear has at times made the affected organizations to shy away from representing some Muslim clients with complicated cases in a bid to safeguard the operational license of the organization.
- vii). There is a rising trend of powerful perpetrators in all cases ranging from land disputes, to human rights abuses against children, girls and women among other issues. These powerful perpetrators make lawyers, paralegals, social workers and human rights defenders to live in fear of their lives since defending the victims is accusing the perpetrators hence opening a personalized conflict between the defender and the perpetrator.

3.1.7 Funding implications

Funding in most LASPNET member organizations is generally project based but can overlap departments for some organizations. In FAPAD for example, under legal aid department, prolonged cases beyond the project lifetime are funded by channeling some resources from other sister projects. In scenarios of unutilized funds under legal aid department due to near

expiry of project life span; under the guidance of the donor, such resources are equally channeled to other imminent projects. For most organizations, funding for legal aid work averages at 70% for actual versus budgeted; although to some it has averaged at 20% for actual versus budgeted. In only two incidences (WVU and FIDA), funding for legal aid service work was found to be 100% and 93% respectively for actual versus budgeted for more than one consecutive financial year.

3.2 LASPS Institutional Strategies

The study intended to understand what internal policies guide the day to day operations of the LASPNET Member organizations, availability of organizational strategies to achieve particular mandates, understand the human resource component, report and information sharing; as well as equipment available to facilitate the day to day operations of particular organizations. The following can be deduced from the field findings.

3.2.1 Organizational Policies

Some LASPNET members have evolved from originally a CBO with scanty policies to a fully fledged NGO with clear documented internal policies to guide how staff perform their responsibilities. Others like KCOBPA are still community based organizations to date. Internal policies continue to be reviewed and updated to acceptable standards, adopting and accommodating national guidelines and regulations. A case in point is improving Maternity leave from 45 working days to 90 days as provided for by the labour laws of Uganda; and making the mandatory NSSF payments for staff as provided for by the NSSF Act. To date, the following internal policies (*See Matrix 2*) and guidelines were found to be in differing existence among LASNET Members:

Matrix 2: Summary of Organizational Policies

	Organization	Policies
1	Abantu For Development	<ul style="list-style-type: none"> • Human Resources Policy • Financial and Administration Policy • OVC Protection and Engagement Guidelines
2	Action Against Violence	<ul style="list-style-type: none"> • Gender Policy • Child Protection Policy • Financial Policy • Human Resource Policy
3	African Center for Treatment and Rehabilitation of Torture Victims	<ul style="list-style-type: none"> • Human Resource Policy • Finance Policy • Vehicle and Transport Policy
4	Association of Human Rights Association	<ul style="list-style-type: none"> • Constitution • Strategic Plan • Human Rights Policy • General Policy • Financial Policy • Volunteer Policy
5	Alliance for Integrated Development and Empowerment	<ul style="list-style-type: none"> • Human Resource Policy
6	Avocats Sans Frontiers	<ul style="list-style-type: none"> • Human Resource Policy • Finance and Administration Policy

7	Center for Public Interest Law	<ul style="list-style-type: none"> • Human Resource Policy • Transport policy, Finance Policy • Board Governance Policy
8	Community Justice and Anti Corruption Forum	<ul style="list-style-type: none"> • Human Resource Policy
9	Community Legal Action and Integrated Development	<ul style="list-style-type: none"> • Human Resource Policy
10	Defence for Children International	<ul style="list-style-type: none"> • Finance and Administration • Human Resource Policy
11	Facilitation for Peace and Development	<ul style="list-style-type: none"> • Constitution • Personnel Manual • Financial Policy and Procedural Guidelines • Security Policy • Fund Raising Policy • Disability Policy • Child Protection Policy
12	Foundation for Human Rights Initiative	<ul style="list-style-type: none"> • FHRI has all the operational policies guiding Human Resource Operations, Finance, Assets Use, Human Rights Issues.
13	Human Rights Awareness and Promotion Forum	<ul style="list-style-type: none"> • Constitution • Human Resources and Management Policy • Finance and Budget Policy • Fund Raising Policy • Research and Documentation Policy • Assets Policy
14	Justice and Rights Association	<ul style="list-style-type: none"> • Employment Policy • Financial policy
15	Kamuli Community Based Paralegals Association	<ul style="list-style-type: none"> • Organization's Constitution • Aside from the constitution, members are guided by mutually agreed procedural guidelines that are unwritten but binding on the behavior of a particular staff.
16	Law and Governance Advocates Uganda	<ul style="list-style-type: none"> • Human Resource Policy • Finance Policy
17	Legal Aid Clinic of the Law Development Center	<ul style="list-style-type: none"> • Financial Policy • Human Resource Policy
18	Legal Action for People with Disabilities	<ul style="list-style-type: none"> • Human Resource Policy • Child Protection Policy • Financial Policy
19	Micro Justice Uganda	<ul style="list-style-type: none"> • Non Discriminatory Policy • Human Resource Policy • Financial Administration Policy
20	MIFUMI	<ul style="list-style-type: none"> • Finance Policy • Service Delivery Policy • Stakeholder's Engagement Policy • Legal Aid Service Delivery Manual
21	Muslim Center for Justice and Law	<ul style="list-style-type: none"> • Finance Manual

		<ul style="list-style-type: none"> • Human Resource Manual • Safety and Security Manual
22	National Union for People with Disabilities in Uganda	<ul style="list-style-type: none"> • Human Resource Policy • Financial Policy
23	Platform for Labour Action	<ul style="list-style-type: none"> • Legal Aid Hand Book • Human Resource Policy
24	Public Defender Association of Uganda	<ul style="list-style-type: none"> • Fundraising Policy • Management Policy
25	Public Interest Law Clinic	<ul style="list-style-type: none"> • Legal Aid Code of Conduct • Human Resource Policy
26	Refugee Law Project	<ul style="list-style-type: none"> • Staff Welfare and Wellbeing Policy • Human Resource Policy
27	Retrak Uganda	<ul style="list-style-type: none"> • Child Protection Policy • Human Resource Policy • The Finance and Budget Policy • The Constitution
28	Street Law Uganda	<ul style="list-style-type: none"> • Draft Financial and Human resource policies awaiting board approval
29	Teso Legal Aid Project	<ul style="list-style-type: none"> •
30	Uganda Christian Lawyers Fraternity	<ul style="list-style-type: none"> • ICT Policy • Risk Management Policy • Human Resource Policy • Financial Policy
31	Uganda Land Alliance	<ul style="list-style-type: none"> • Human Resource Policy • Financial Policy, HIV Policy • Gender Policy
32	Uganda Muslim Supreme Council	<ul style="list-style-type: none"> • Finance and Administration Policy • Family Protection Policy • Kadhie Court Procedures • The Constitution • Human Resource Policy
33	Uganda Association of Women Lawyers	<ul style="list-style-type: none"> • Volunteer Policy • Human resource Manual • Financial Manual • Strategic Plan • Constitution • Vehicle Policy • Conflict of Interest Policy • Membership Engagement Policy • Board Governance Manual • Legal Aid Manual • Fraud Policy • Staff Retirements Benefits Scheme Policy • Sexual Harassment Policy • Advocacy and Communication Strategy • Food and Welfare Policy
34	Uganda Youth Development Link	<ul style="list-style-type: none"> • Human Resource Policy • Conflict of Interest Policy • Child Protection Policy

		<ul style="list-style-type: none"> • Financial and Internal Controls Policy • Risk Matrix Policy • Vehicle Policy • Volunteer Policy
35	War Child Canada	<ul style="list-style-type: none"> • ICT Policy • Administration Policy • Human Resource Policy • Financial Policy
36	World Voices Uganda	<ul style="list-style-type: none"> • Human Rights Policy • Procurement policy • Constitution • Oath of Secrecy • Transport policy
37	Uganda Network on Law, Ethics and HIV/AIDS	<ul style="list-style-type: none"> • Human Resource Policy • Financial Policy
38	Legal Aid Project of The Uganda Law Society	<ul style="list-style-type: none"> • Financial Policy • Human Resource Policy • Anti Corruption Policy • Clients Chatter • Operational Manual

3.2.2 Availability of Organizational Strategies

All organizations assessed with exception of TLAP and KCOBPA had strategic plans in place (draft and approved) to guide the direction of the organizations toward achieving their mandate targets. For most organizations, strategic plans have always been in place and are revised periodically. NUDIPU is attempting to have the first ever strategic plan approved; and PILAC – one of the youngest legal aid service organizations is drafting the first strategic plan. Field experiences have shown that a strategic plan is treasured and protected document an organization has since sharing such documents especially current strategies was impossible and unacceptable for most organizations. According to one of the respondents, due to weak non disclosure agreements or the lack of them; their internal documents are sniffed out and replicated by brief case organizations and other incompetent ones that do not invest time and resources in developing their own.

In line with particular mandates, organizations have specified different approaches within the strategic plans, and on organization websites indicating how best to achieve their mandates. Among the common approaches are;

- i) Facilitation and mentoring approach to client engagement;
- ii) The Human Rights Based Approach (empowering people to take their own decisions, rather than being the passive objects of choices made on their behalf);
- iii) Partnership and membership network approaches to pool financial and people resources; and
- iv) Conflict/criminal sensitivity so that actions seek to directly address the root causes of violent conflict/criminal situations;

These approaches are supplemented by specific interventional approaches targeting components staff retention, thematic area strategies, sustainability strategies for projects and advocacy strategies among others.

Apart from project sustainability plans which usually ensure community continuity with a programme beyond project lifetime, and are also in most cases a donor requirement; most organizations are short of their own sustainability plans. Survival especially for legal aid work is more dependent of the success of funding proposals and continuity of current donors. For some unlucky ones whose funding for various reasons was cut off, legal aid has either been temporarily suspended (as is the current case with Acid Survivors Foundation) or completely stopped (for example ARELIMOK). Others like TLAP and KCOBPA that don't have budgets for legal aid work at all only resurrect services when partners call on them to implement legal aid components of their broader projects. Only FIDA was found to have a functional organizational sustainability plan strongly bankrolled by the growing membership numbers (female law graduates from public and private universities in the country) that come along with annual membership subscriptions, and availability of prime properties within Kampala for development into own premises and for commercial purposes.

3.2.3 Human Resources

Human resources are very vital to the existence and survival of any organization. It was noted that all organizations have a Human Resource manual; or an article on staff recruitment in the organization constitution that guides the recruitment and retention of staff. All Human Resource manuals/policies for individual organization are in conformity to the labor laws of Uganda.

For most organizations, new recruitment positions are first offered internally as an opportunity for promotion for aspiring staff, interns and volunteers before the adverts are made public via different channels. To others, this practice of internal advertising through a memo is to tickle individual staff to bring on board best qualified colleagues that they know very well and are comfortable working with as a team. Either way, each internal candidate or external candidate is subjected to the standard rigorous evaluation before a job offer is confirmed. Internal recruitments can also be done to fill a gap. Appraisals are done semi annually.

Where there is need for external advertisement, organizations especially upcountry utilize locally accessed papers and radio adverts so as to attract applicants from within the community they serve, but also to cut stiff throat competition from a far off which might lengthen the process of selection and related financial implications. For urban and city based organizations especially those in central region of Uganda, advertisements for personnel recruitment apart from internal memos is through the press, collaboration office networks and social media platforms. For specialized placements, head hunting for a particular staff is done but also relying mostly on networks and coalitions. For all organizations, there is a tendency to retain past applications and CVs of potential candidates on file; and these are at times consulted to fish for possible candidates for job openings.

A few organizations like UYDEL insist on new staff joining the organizational ranks through a volunteer/student internship programme as a means of nurturing them to understand and appreciate the sensitive nature of work in UYDEL; and the sensitive clients and their dynamics. For other organization, staff are taken through a thorough orientation before they are allowed to deal directly with clients.

Available field statistics indicated that over 50% of organizations under LASPNET have less than 50 salaried staff members. Some have as few as only 5 salaried staff members. Most organizations work with tens to hundreds of community based paralegal volunteers who are not salaried at all but once in a while get basic facilitation in cash and or items to undertake certain components of a project. Only FHRI had over 100 paid workers. KCOBPA is a 100 strong membership of community based paralegal volunteers and none earns a salary.

For organizations with salaried staff, retention is nurtured through creating an environment that enhances personal growth and professional development. Financial motivation through periodic salary reviews is an option for a few organizations. Others encourage staff exchanges between different projects externally across the global programme partners, and a few privileged ones offer insurance and medical schemes to staff.

3.2.4 Report Generation and Information Sharing

In organizations with vertical structures, reports are generated through an upward reporting system. Reports are reviewed and shared internally through Heads of Departments Monthly meetings. Approved reports are then uploaded on the Organization website for access by the general public. Most organizations have standardized data capturing tools like case registers, client bio data forms, M&E data forms and volunteer report formats among others.

Apart from the information collected on a particular client, it is a mandatory practice among all implementing organizations for staff to produce activity reports, periodic reporting (monthly, quarterly, annual etc.) and phase evaluations. These reports are part of accountability for funds and time spent on supporting a particular project; and in other cases are necessary tools for advocacy and partner reporting.

Organizations undertake research on need basis to identify new opportunities, measure impact or gather empirical data to use in fund raising, advocacy and policy formulation or review. Some organizations promote a practice of writing press articles on specific issues pertaining to the organizational mandate as a means of promoting the organization visibility, advocacy, sharpening staff skills in writing and also as a means of sharing with the public facts relating to intervention programmes.

It was noted among all organizations that there is a deliberate effort to file reports in hard copy; including published newspaper articles and news about the organization or its areas of interest. This practice of carefully storing information is mainly for reference purposes, but also for accountability. In organizations with resources to afford IT equipment and related soft ware, there are data bases created to back up and store periodic activity reports, statistics and bio data of clients.

Field findings established that 76% of respondent organizations (29 out of 38) have active websites on which most information in form of annual reports, news events, articles, impact stories, best practices; as well as partners in a given project are shared publicly. Unfortunately, there are very few in number; and the frequency of updating information is generally wanting.

3.2.5 Key Organizational Equipment

There is great disparity in the availability of necessary equipment to undertake legal aid work; between Kampala based legal service providers and up country based legal aid service providers. The disparity is so strong that it can move from having it all for a legal aid worker for a Kampala based organization like MCJ; to barely having a sheet of paper for KCOBPA - a Paralegal CBO based in Kamuli (no working computer, no printer). Other organization in dire

need of equipment include FAPAD (1 shared desktop for all legal department staff), AAV (1 shared lap top), AFOD (1 desktop per branch office), and COLAID (1 computer and printer). It was established from field interviews that all organizations somehow have an equipment need related to facilitating implementation of work (computers, public address systems, furniture, IT infrastructure or transport gadgets).

Although equipments are not sufficient for everybody according to need, most organizations in Kampala have key equipment like vehicles and motorcycles, computers and laptops(and in some cases tablets), printing equipment and related accessories, access to office internet (and sometimes mobile internet), office space and related furniture, stationary materials and communication gadgets among others. Even when they breakdown, there is access to servicing by providers and other open market technicians at competitive market prices. In a few cases, some organizations in Kampala share office space or are hosted by other better established ones. This was the case with some lawyer coalitions being hosted on rotational basis among member firms.

The opposite almost happens for upcountry based legal aid organizations. A small number of them have organizational vehicles and motorcycles; functional internet, office land lines and ample office space. Most organizations utilize staff individual resources like personal vehicles to do organization work and only facilitate fuel in limited and or regulated amounts. Most organizations upcountry depend on public means for transport which are not reliable and slow down the pace of work. IT equipment are scarce and often breakdown with hardly any reliable technicians to service them unless they are taken to bigger towns or brought to Kampala for service part replacements. Internet is largely a mobile service arrangement and most offices have shared internet dongles due to the cost of acquiring them and the related cost of internet packages. Limiting to this also is the poor mobile network coverage that oftentimes renders a dongle unhelpful item to have.

From observation and interviews with legal aid workers, shared premise offices usually share services like internet, printing, utilities and rental fees. This is sometimes on a cost sharing basis, and for others on user basis; where as some organizations are simply hosted for free since they do not have operational budgets or their finances cannot afford them to contribute for any service. Due to funding scarcity, most organizations improvise internally and share a desktop computer per department, networked single printer for the entire organization and shared meeting space like board room doubling as waiting room for community clients.

As a general observation, in this era of technological advancement and innovative environment, legal aid service providers are generally lacking on communication equipment and computers that could make reporting and communication easy, access to information and sharing of information fast and reliable; hence make it impossible for an enabled online legal aid community that could advocate, fundraise, research and share facts with the global online community. Apart from WCC that gives walkie-talkies to field staff, most organizations don't give communication gadgets (telephone sets) to staff apart from the front desk organizational contact line. Staff improvise communication using their individual mobile telephone sets; and the organizations cannot sustainably support staff with mobile talk-time credit (airtime) due to limited funding.

Less than 20% of LASPNET members do not pay rent for office premises. Very few organizations have own office premises or hosted freely. These include PILAC, Legal Aid Clinic of LDC, UMSC, AHURIO and TLAP. Uganda Law Society is housed under own offices for the head office but rents premises for all branches. Office rent was found to be a common expenditure for member organization causing many to have squeezed and shared offices. As a

matter of strategic access for all clients, organization offices are usually located in urban locations where rent is costly; but access to utilities like water, telephone, electricity, sewage, internet and security are guaranteed. Office space continues to be a challenge as staff numbers grow although donor allocations to administrative expenses continue to be limited in the bracket 25% to 30% of total project expenses.

3.2.6 Technology Adaptation in Legal Aid Service

According to the staff respondents on the capacity assessment, there are many platforms that could be utilized for making legal aid work move faster and cheaply especially communication using chat avenues like Whatsapp, Face book, Twitter and Messaging. However, most staff, community volunteers and community members do not have the ability to afford Smart Phones that allow for such functions. Mobile internet packages needed to keep such platforms running are also expensive to maintain. Most organizations have face book portals for publicity; but a few are active on twitter for real time campaigns and advocacy.

With regard to tech savvy equipment like tablets, smart phones, Wi-Fi gadgets, conference call gadgets, smart scanners, digital cameras and cam coders etc; most organizations find them very expensive to procure but are also not durable as much. A few organizations like MCJ have afforded tech gadgets like tablets to key staff; but to many it is more of an individual effort to have one.

3.3 Training Needs Assessment

3.3.1 Overview

Some organizations especially those founded and run by practicing lawyers (such as PDAU⁸) generally portrayed a “no-need for training” from LASPNET, basing on the mandate they cover. However, for organizations involved with communities directly, having diverse mandates and having a few staff trained as legal personnel; there were several training needs influenced by the mandates they cover. According to legal aid officers and other paralegals involved in direct legal aid provision, a number of skills gaps were echoed along with pertinent training needs that ought to be addressed in the short term. To most staff in legal aid work, they will be more of refresher trainings building on scanty skills and experience; where as to others it will be a fresh training most have eagerly wanted to have.

According to a Chief Magistrate, training in counseling would be a positive move as not all offenders or indeed consumers of legal aid services may be in need of only legal assistance but some have gone through trauma that may require skillful handling. Skills in Mediation are increasingly becoming more relevant as parties seek reconciliation over litigation and adversarial procedures in our court system.

The most mentioned training needs were M&E, Trial Advocacy, Proposal Writing and ADR mechanisms. The frequency of training needs is given in Matrix 3 below;

Matrix 3: Frequency of Training Needs⁹

Training Needs - Short Term	Frequency	Training Needs - Short Term	Frequency
Monitoring and Evaluation	14	Gender based violence prevention	1

⁸ These are teams of experienced lawyers who felt their experience garnered overtime while representing indigent persons has equipped them with all the knowledge they need to defend their clients.

⁹ The frequency was averaged at the number of LASPs that mentioned a particular skills gap as opposed to the number of staff that mentioned a particular need.

Training Needs - Short Term	Frequency	Training Needs - Short Term	Frequency
		and response	
Trial Advocacy	10	Community approach	1
Proposal Writing	10	Disability law	1
Report writing	10	Public communication and advocacy	1
Alternative dispute resolution	9	Sign language	1
Research	8	Management and Leadership	1
Counseling	5	Resource mobilization	1
Financial Management	4	Operation of a community court	1
Public interest Litigation	4	Conflict resolution	1
Data Management	4	Child trafficking	1
Fundraising	3	Policies and laws	1
Project management	3	Evidence based research	1
Human rights advocacy	2	Functional sustainability plan	1
Case management	2	Referral training for parasocial workers	1
Lobbying and advocacy	2	Investigation	1
Pretrial Services and procedures	2	State brief litigation	1
Court procedures	2	Networking	1
Child protection	2	Diversion	1
Action advocacy	2	Legal drafting in public interest matters	1
Strategic planning	1	Human rights approach to litigation	1
Training Needs - Long Term	Frequency	Training Needs - Long Term	Frequency
Monitoring and Evaluation	4	Diploma in law	1
Trial advocacy	3	Masters in Gender studies	1
Masters in Law	3	Advocacy and networking	1
Human resource management	2	Lobbying and advocacy	1
Mediation	2	Office administration	1
Records management	2	Research	1
Ethics and integrity	2	Litigation and advocacy	1
Documentation	2	Conflict resolution management	1
Diploma in Law	2	Certificate in administrative law	1
Social Justice and advocacy	2	Oil and gas Management	1
Human rights education	1	Fundraising	1
Case data management	1	Team building	1
Project evaluation	1	Public speaking	1
Security management	1	Children's rights	1
Health rights law	1	Public administration	1
Financial management and accountability	1	Guidance and counseling	1

A detailed and specific account of training needs per organization is presented in Matrix 4 in the next section.

3.3.2 Key Skills Gaps and Training needs

Matrix 4: Key Skills Gaps and Training Needs

Organization	Skills gaps	Immediate training needs	Long term training needs
UGANDA LAND ALLIANCE	<ul style="list-style-type: none"> • Mediation skills are still lacking. • There is no knowledge of the application of the IMS as a data collection tool. • Case management skills are still lacking. • Litigating on Public Interest cases are difficult to handle because of lack of skills 	<ul style="list-style-type: none"> • Training in Project Management for Managing and developing projects • Training in Result Orientation for result based implementation and reporting • Case Management software systems for Managing cases and proper data keeping and analysis. • Alternative dispute resolution to increase productivity/efficiency and also increase cases solved through ADR without going to court. • Trial advocacy / litigation e to increase productivity/ efficiency • Management/ leadership to Improve team performance 	<ul style="list-style-type: none"> • Case and Data Management. • Security Management. • Mediation skills. • Litigation on ESCR with linkages to land. • Financial management and accountability • Monitoring, evaluation and Learning • Advocacy Networking and Resource mobilization. • Records management • Ethics and integrity • Monitoring and Evaluation at Postgraduate level. • Project planning and development at a Postgraduate level • Masters in Governance • Social counseling and extension services • Linkages to the health workers. • Linkages to climate change adaptations to land rights. • Masters program/ PhD in Land administration and urban development • Negotiation skills / lobbying • International Relations/linguistics
REFUGEE LAW	<ul style="list-style-type: none"> • Lack of fund raising skills to 	<ul style="list-style-type: none"> • Monitoring and evaluation. This 	<ul style="list-style-type: none"> • Capacity building on right

Organization	Skills gaps	Immediate training needs	Long term training needs
PROJECT	<ul style="list-style-type: none"> fulfill duties assigned. Lack of skills in project planning and proposal 	<ul style="list-style-type: none"> will enable better reporting of work based on results. Project planning and management Proposal writing to increase knowledge and skills on how to raise funds. Legal counseling. 	<ul style="list-style-type: none"> of children and elderly. Legal frame work governing refugees. Statelessness (rights of stateless people). Financial management Monitoring and evaluation
RETRAK	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Training in court procedures and systems The operations of a community court Child trafficking laws Evidence based research and Investigation 	<ul style="list-style-type: none"> None
COMMUNITY JUSTICE AND ANTI-CORRUPTION FORUM	<ul style="list-style-type: none"> Fundraising and Networking activities Proposal writing Investigation and Research Training in ethics and professionalism. <p>CJAF wishes this training to cut across legal aid service providers to avoid distortion of clients after wining cases</p>	<ul style="list-style-type: none"> Monitoring and supervision of activities of legal aid service providers. There is no direct authority that supervises LASPs activities and monitors their work 	
PUBLIC DEFENDERS ASSOCIATION UGANDA.	<ul style="list-style-type: none"> Some training would be important in the international aspects of the law 	<ul style="list-style-type: none"> Funding aspects Day to day administration of a legal aid seeker Land laws and administration International approach to legal aid Customer care services 	
HUMAN RIGHTS AWARENESS AND	<ul style="list-style-type: none"> Strategic litigation in identifying, analysis, 	<ul style="list-style-type: none"> Training in Monitoring and evaluation 	

Organization	Skills gaps	Immediate training needs	Long term training needs
PROMOTION FORUM	<ul style="list-style-type: none"> documenting issues affecting society Community Approaches to public sensitization 	<ul style="list-style-type: none"> Training in evidence gathering and documentation 	
UGANDA MUSLIM SUPREME COUNCIL	<ul style="list-style-type: none"> Need for training in legal aid approaches especially new members 		
STREET LAW UGANDA	<ul style="list-style-type: none"> Monitoring and evaluation challenges Limited skills in resource mobilization Media advocacy and communication. 	<ul style="list-style-type: none"> Resource mobilization. This will improve finance flow and improve performance. Monitoring and evaluation. This is envisaged to improve quality of service delivery. Training in Research will increase authenticity 	<ul style="list-style-type: none"> Documentation and research training. Training in Advocacy. Attaining Masters Degree in Natural Resource law and Masters Degree in Human Rights¹⁰
PUBLIC INTEREST LAW CLINIC	<ul style="list-style-type: none"> Skills in enabling clients settle case out of court are lacking 	<ul style="list-style-type: none"> Mediation, Lobby and advocacy Trial advocacy 	<ul style="list-style-type: none"> M&E skills, project evaluation and human resource management. Master's program and developing a career in management.
PLATFORM FOR LABOUR ACTION	<ul style="list-style-type: none"> Policy influencing skills 	<ul style="list-style-type: none"> NONE 	<ul style="list-style-type: none"> Litigation Advocacy and project monitoring and advancement in the field of communication and Advocacy
NATIONA UNION FOR PEOPLE WITH DISABILITIES.	<ul style="list-style-type: none"> Lack of skills for the hearing impaired PWDs. Lack of fundraising skill which is necessary when asking for funds for a project especially in line with legal 	<ul style="list-style-type: none"> Proposal writing Project planning and management Monitoring and Evaluation Fundraising skills. 	<ul style="list-style-type: none"> Short courses for staff in thematic areas that arise in the areas of operation, training of sign language interpreters, more training on project work, exchange

¹⁰ Mentioned by the Executive Director

Organization	Skills gaps	Immediate training needs	Long term training needs
	<p>redress for PWDs and indigents.</p> <ul style="list-style-type: none"> • Lack of skills in project planning and proposal. • Low lobbying skills to meet the targets required. • Lack of good mediation skills although all mediations conducted have been successful. • Lack of technical experience in handling land issues/disputes 		<p>visits to other organizations and financial management skills.</p>
MICRO JUSTICE UGANDA.	<ul style="list-style-type: none"> • lack of skills to settle cases outside of court 	<ul style="list-style-type: none"> • Mediation training in order to reduce cases taken to court • Trial advocacy to improve clientele representation in court. • Lobby and advocacy 	<ul style="list-style-type: none"> • Monitoring and Evaluation. • Project evaluation and human resource management. • masters in Law and in management
LEGAL AID CLINIC OF THE LAW DEVELOPMENT CENTER	<ul style="list-style-type: none"> • Lack of training for staff in response to growing legal aid needs • Insufficient facilitations in terms of transport and communication needs. • Counseling and guidance of clients. • Inadequate training in legal aid service provision. • Data analysis skills • Good public presentation and communication. • Report writing skills • Management and accounting • Limited continuous training in 	<ul style="list-style-type: none"> • Training in team work to improve efficiency • Post graduate diploma in social justice to improve skills and knowledge in social justice • Training in coordination for efficiency • External internship in financial management for proper accounting • Training in reporting entity for prompt reporting. • Report writing as a short course of one month at a hotel fully funded by self for better service provision 	<ul style="list-style-type: none"> • Record keeping and management • Team building • Storage and update of data • External internship outside Uganda • In house job training-continuous • Study tours to other service providers outside Uganda • Provision of adequate training skills in legal aid • Counseling of clients • Monitoring and evaluation • Increase training in

Organization	Skills gaps	Immediate training needs	Long term training needs
	<p>the various areas that the clinic engages in.</p> <ul style="list-style-type: none"> • Coordination skills • Motivation skills are lacking • Capacity and furtherance of legal aid services in legal matters is uncertain • Lack of continuous training in legal aid service provision • Awareness of the public about legal aid services is minimal 	<ul style="list-style-type: none"> • Office management for better information delivery • Training in impact maintenance for improved interpersonal and organizational skills. • Training in monitoring and evaluation at a hotel free of charge for efficiency • Monitoring and evaluation to impart monitoring skills. • Monitoring and evaluation for effective implementation of project work • Training in counseling to improve service delivery to clients • Training in public presentation to improve service delivery. • Training in interpersonal public relations • Training in project planning and management and report writing • Better skills in conducting ADR sessions • Training in data analysis for better data output presentation and communication for easy communication with clients • Masters in management accounting to gain management and accounting skills. • Accounting for improved accountability skills • Training in public relation for easy relations with clients 	<p>reconciliation</p> <ul style="list-style-type: none"> • Improve on networking with other legal aid service providers • Proposal writing and project management • Data analysis • Relationship with other legal aid service providers • Communication skills. • Skills in Alternative Dispute Resolution. • Public speaking • Report writing and submission. • Motivation skills for better performance.
FOUNDATION FOR HUMAN RIGHTS	<ul style="list-style-type: none"> • Staff have limited skills in Alternative Dispute 	<ul style="list-style-type: none"> • Monitoring and evaluation in order to improve service 	<ul style="list-style-type: none"> • Monitoring and evaluation,

Organization	Skills gaps	Immediate training needs	Long term training needs
INITIATIVE	<p>Resolution.</p> <ul style="list-style-type: none"> Office management practices skills are lacking. Lawyers are outsourced when need arises. 	<p>delivery</p> <ul style="list-style-type: none"> Training in ADR is envisioned to improve service delivery and better care management. 	<ul style="list-style-type: none"> Fundraising skills. Office management and office practices Staff also pointed out the need for training in trial advocacy, Monitoring and Evaluation, fundraising skills as their long term career development trainings.
ALLIANCE FOR INTEGRATED DEVELOPMENT AND EMPOWEREMENT	<ul style="list-style-type: none"> NONE 	<ul style="list-style-type: none"> Public communication and advocacy were identified as the immediate training needs. 	<ul style="list-style-type: none"> NONE
ACTION AGAINST VIOLENCE	<ul style="list-style-type: none"> limited skills in responding to Gender based violence 	<ul style="list-style-type: none"> Understanding GBV and link between poverty and GBV Gender based prevention and response Challenges for development practitioners and organizations of addressing GBV in terms of policy and practice 	<ul style="list-style-type: none"> Lobby and advocacy Monitoring and evaluation Staff is interested in pursuing Masters Degree in Gender Studies and Diploma in law for their long term career developments
DEFENCE FOR CHILDREN	<ul style="list-style-type: none"> Limited staff, no legal officers No clear legal frame work 	<ul style="list-style-type: none"> Strategic planning training which will in turn improve service delivery. Monitoring and evaluation and data management 	<ul style="list-style-type: none"> Training in Report writing Training in Research and documentation Training in Advocacy strategies Training in Resource mobilization
COMMUNITY LEGAL ACTION AND INTEGARATED DEVELOPEMENT	<ul style="list-style-type: none"> Lack of practicing advocates to take on court cases 	<ul style="list-style-type: none"> Financial management Proposal writing Advocacy and Research 	<ul style="list-style-type: none"> NONE
UGANDA NETWORK ON LAW, ETHICS	<ul style="list-style-type: none"> The lawyers lack good trial advocacy skills for litigation of 	<ul style="list-style-type: none"> Alternative Dispute resolution i.e. handling mediations 	<ul style="list-style-type: none"> Training on Social justice advocacy.

Organization	Skills gaps	Immediate training needs	Long term training needs
AND HIV/AIDS	<p>cases at courts.</p> <ul style="list-style-type: none"> • Persuading clients to agree to ADR as an alternative to dispute resolution where some prefer litigation at first instance. 	<ul style="list-style-type: none"> • Practical art of advocacy training. • Interview client skills and basic counseling skills for lawyers. 	<ul style="list-style-type: none"> • Trial advocacy training. • Formal in-house or external professional mentoring from senior lawyers. • Human rights education and training. • Monitoring and evaluation • Proposal writing.
UGANDA ASSOCIATION OF WOMEN LAWYERS	<ul style="list-style-type: none"> • Need to acquire skills in how to approach all cases from a Human Rights perspective • Most of the donor funding is project based other than institutional based, there are few donors willing to support institutions as well as capacity building. There are thus limitations on office space to accommodate counseling, mediations as well as creating a conducive environment for research for the legal officer. • There is need for other services such as nursing rooms, kids play areas more especially because we are rights based organizations and should be perceived as such. 	<ul style="list-style-type: none"> • 	
CENTER FOR PUBLIC INTEREST LAW	<ul style="list-style-type: none"> • Lack skills in legal drafting in regards to public interest matters. • Lack skills to help clients get the remedies they require. 	<ul style="list-style-type: none"> • ADR mechanism which will enable staff to settle more cases outside court to avoid issues like case backlogs. • Pre-trial bargaining 	<ul style="list-style-type: none"> • Training in Ethics and professionalism • Project evaluation. In addition, staff identified the need to undertake a

Organization	Skills gaps	Immediate training needs	Long term training needs
FACILITATION FOR PEACE AND DEVELOPEMENT	<ul style="list-style-type: none"> At FAPAD, there are challenges undertaking Public Interest Litigation and State Brief Litigation. FAPAD has opportunities to undertake them but skills are limited to engage in them. The organization still outsources capacity building for staff in M&E, Organizational capacity assessment, fundraising and institutional strengthening planning. 	<ul style="list-style-type: none"> Lobbying and advocacy Public Interest Litigation State Brief Litigation Diversion – criminal matters related to land and the organization Legal information management systems training (data management) Quality report writing 	<ul style="list-style-type: none"> master’s law program. FAPAD staff hopes to train in conflict resolution and management; as well as general litigation matters as a post graduate program.
KAMULI COMMUNITY BASED PARALEGALS	<ul style="list-style-type: none"> One of the key skills gap at KCOBPA is quality report writing; taking into consideration the ability to translate from local languages to acceptable report standards that can be shared with district partners. This ability is with probably only one member of the association. Report writing is entirely outsourced 	<ul style="list-style-type: none"> Training in court procedures Refresher training and updates on child protection issues Training in proposal writing, report writing and pictorial reporting Training in pre-trial services and procedures Refresher training in Alternative Dispute Resolution Mechanisms (ADR) Public interest litigation training M&E and Financial reporting Updates and training on laws and policies like the Land Act 	<ul style="list-style-type: none"> In the long term, KCOBPA members hope to undertake certified trainings that enable them to do court representations, interpretation and dissemination of the laws of Uganda; and to operate an training institution in mediation issues and health laws and rights..
WORLD VOICES UGANDA	<ul style="list-style-type: none"> There is difficulty in case management due to limited knowledge regarding legal documentation. Junior staff in the legal aid department have not been 	<ul style="list-style-type: none"> Training in case management Training in human rights advocacy Financial management training Training in M&E and qualitative reporting 	<ul style="list-style-type: none"> Field findings indicated that it is imperative for staff to train in psycho-social support; a need that arises on case basis. A certificate in

Organization	Skills gaps	Immediate training needs	Long term training needs
	fully exposed to comprehensive legal work implementation		<p>administrative law will go a long way in helping staff understand how local government and other public office operate, and how best to deal with them to achieve intended results.</p> <ul style="list-style-type: none"> • Added to these is certified training in human rights advocacy and project management
ASSOCIATION OF HUMAN RIGHTS ASSOCIATION	<ul style="list-style-type: none"> • Conflict resolution and management • Monitoring and Evaluation of Human rights. • Training in identification of child abuse cases and referrals for para social workers. 		
JUSTICE AND RIGHTS ASSOCIATION	<ul style="list-style-type: none"> • Conflict resolution and management 		
TESO LEGAL AID PROJECT			
ABANTU FOR DEVELOPEMENT	<ul style="list-style-type: none"> • At most AFOD offices, staff are challenged with monitoring and evaluation. There is limited internal capacity to undertake quality M & E, neither are their funds to institute an internal M&E team 	<ul style="list-style-type: none"> • Research and data analysis • How to undertake action advocacy and community outreaches • M & E • Fundraising skills • How to develop a functional sustainability plan for the institution 	<ul style="list-style-type: none"> • In the long term, as legal aid work grows in volume and coverage; staff could undertake Certificate courses in Administration law, Oil and Gas policy and management.
AFRICAN CENTER FOR TREATMENT	<ul style="list-style-type: none"> • Handling of complex cases 	<ul style="list-style-type: none"> • Research, reporting and proposal writing 	

Organization	Skills gaps	Immediate training needs	Long term training needs
AND REHABILITATION OF TORTURE VICTIMS	<ul style="list-style-type: none"> • Counseling • Limited trial advocacy. 	<ul style="list-style-type: none"> • Mediation and Arbitration • Counseling • Trial Advocacy • Human Rights Law 	
LEGAL ACTION OF PEOPLE WITH DISABILITIES	<ul style="list-style-type: none"> • Counseling • Interpretation and Sign Language 	<ul style="list-style-type: none"> • Disability Law • Counseling 	
AVOCATS SANS FRONTIERS	<ul style="list-style-type: none"> • Limited trial advocacy. • Handling of complex cases 	<ul style="list-style-type: none"> • Trial Advocacy 	
UGANDA YOUTH DEVELOPEMENT LINK	<ul style="list-style-type: none"> • Counseling • Research, reporting and proposal writing • Mediation and Arbitration. 	<ul style="list-style-type: none"> • Research, reporting and proposal writing 	
UGANDA CHRISTIAN LAWYERS FRATERNITY	<ul style="list-style-type: none"> • Trial advocacy. 	<ul style="list-style-type: none"> • Trial advocacy 	
LAW AND GOVERNANCE ADVOCATES UGANDA	<ul style="list-style-type: none"> • Research, reporting and proposal writing 	<ul style="list-style-type: none"> • Trial advocacy 	
COMMUNITY JUSTICE AND ANTI CORRUPTION FORUM	<ul style="list-style-type: none"> • Research, reporting and proposal writing 	<ul style="list-style-type: none"> • Trial advocacy 	
CENTER FOR LEGAL AID.	<ul style="list-style-type: none"> • Research, reporting and proposal writing 	<ul style="list-style-type: none"> • Trial advocacy 	
WAR CHILD CANADA	<ul style="list-style-type: none"> • Research, reporting and proposal writing • Mediation and arbitration. • Counseling 	<ul style="list-style-type: none"> • Trial advocacy 	
MIFUMI	<ul style="list-style-type: none"> • Counseling and trial advocacy 	<ul style="list-style-type: none"> • Training in trial advocacy. 	

Organization	Skills gaps	Immediate training needs	Long term training needs
Legal Aid Project of The Uganda Law Society	•	<ul style="list-style-type: none"> • Monitoring and Evaluation • Report Writing 	

3.3.4 Training Methods

Among the organizations covered, most staff members were of the view that training be in form of workshops to be undertaken both as residential hotel workshops and non residential workshops carried out from the office (for those with training rooms) or a hotel. Residential workshops are preferred for complex trainings that need undivided attention of the trainee beneficiaries as may be recommended by the trainer. Furthermore, residential workshops would give the trainer an opportunity to cover much more in a shorter period.

Non residential workshops are also favorable for community based paralegals who are not deployed as full time staff and are therefore mandated to be with their families everyday than to commit undivided attention to an organization training. Short course trainings including associated evaluations and certifications (where applicable) could command a combination of both methods depending on need.

For long term trainings, a study leave was mentioned as the most appropriate approach to allow a particular staff commit to passing the course. Such courses are usually longer in period and would be very costly to host in a residential setting. The most popularly suggested venue of long term training was at host institutions.

3.3.5 Funding for Staff Training

On the funding side, most staff members suggested that all short trainings should be free of charge. LASPNET or the hiring organization should meet the funding bill. On rare occasions, some staff suggested cost sharing and self funding for some professional courses.

It is however recommended that a mechanism be put in place to get the commitment that a staff that is sponsored for a long term professional course commits time after training to serve the funding organization before they can be allowed to move on to other employing organizations

3.4 Operational Environment for LASPs/LEAPs

3.4.1 Overview

The assessment found out that the operational environment carries both supportive positive developments for legal aid work to flourish; but also has detrimental developments that have aroused strong calls for change among affected members. Member opinions on the different operational environment factors are presented under the specific themes below.

3.4.2 Political-regulatory Environment

To a number of member organizations, the policy/regulatory operating environment is generally supportive with no particular policy or development perceived to work against them. Particular praise is accorded to the proposed draft Legal Aid Policy that stipulates criteria for legal aid service provision; which will greatly help to rule out quack or bush lawyers. Such quack lawyers exploit innocent people by posing as legal aid service providers and extorting money on all possible fronts including drafting agreements and wills for them.

Key to legal aid service organizations in the political-regulatory environment has mainly been the NGO Bill 2015 providing for close monitoring of NGO activities by government organs. **NGOs have to have the approval of both the DNMC¹¹ and the local government to operate in a given district. This includes having a signed MOU with local government. The DNMC, based on its monitoring of NGO activities and performance,**

¹¹ DNMC – District NGO Monitoring Committee

advises the national NGO Board concerning the permit that is to be given to NGOs to allow operations in a given district. In effect, there is authorization required from three entities (the DNMC, the local government and the NGO Board). The DNMC also makes recommendations to the NGO Board for registration of NGOs¹². All NGOs that run governance activities will definitely find trouble seeking approval from the same entities they challenges on governance issues. The view that NGO Bill will strain the operations of NGOs is also strongly shared among legal aid partners like Justice Centres Uganda (JCU) as well as Human Rights Centres Uganda (HRCU); since sensitive cases may not be supported for fear of confrontation from government organs and likely closure of a particular NGO.

In addition to regulatory environment, the NGO Bill/Act has a clause on holding the Executive Director of any NGO to be responsible for any errors and omissions of specific individual staff in case they cannot be produced to account. In scenarios of death, disappearance or exit of a staff involved in any criminal offense in the name of the organization, the head is to pay the price yet cannot have full control of individual staff actions and decisions. This proposal makes organization heads (who are in most cases the founders vulnerable to any negative fate or consequences of an individual staff's actions.

There is a policy vacuum regarding legal aid in Uganda. The lack of a legal aid policy means that there is no regulatory framework for the legal aid providers to operate. This needs to be put in place. A case example is JCU that since project inception in 2013 has been operating on international laws that are not yet domesticated in Uganda. Uganda is yet to pass the Legal Aid Policy and therefore makes legal aid work loosely regulated.

Also mentioned as a threat is the political pressure experienced at some District Local Government concerning vested interests in some projects. A case in point is a joint Lira DLG/FAPAD project under governance section that was to be funded by the Office of the Prime Minister Uganda (OPM) in 2013; which failed because of the pressure from leaders for a 50% kick-back before approval.

Field interviews revealed that the Public Order Management Bill is implemented more strongly and harshly upcountry than is fairly done in the central (Kampala). There is limited press coverage and international eye to oversee its implementation upcountry hence makes upcountry NGOs to operate in a riskier policy implementation environment than those located in the city. However from the JLOS perspective, Public Order Management Bill should not be a problem at all to legal aid services except for incidences where legal aid services are mixed with governance issue at the same event. There is a very thin line between CSO activism and political activism; and most CSOs find themselves sliding into political activism hence calling for the law to spring into action. Legal aid activism, as well as CSO activism should be anchored to the right ends; for example at Chief Magistrates Courts calling for speedy justice, or at Ministry of Justice calling for Policy reform and implementation. The moment it is left open and uncoordinated, political elements join forces and it ceases to be a legal aid activism.

In Western Uganda, the growing ethno- political and governance environment in the Rwenzori region presents a serious challenge to AHURIO. Political systems, service delivery and the human rights agenda are often ethnicized. Outside ethnicity is growing apathy, and the concept and practice of Citizens fundamental rights being arbitrarily branded as being opposed to interests of the state¹³. Civil matters in Ntoroko district quickly transform

¹² <http://chapterfouruganda.com/sites/default/files/downloads/CSO-Position-Paper-on-the-NGO-Bill-2015.pdf>

¹³ AHURIO Annual Report 2014-2015

from civil to criminal nature amid ADR process as women in Ntoroko have made it a common practice to get rid of their husbands by any means possible so as to have full control of resources (Land). Among the Bakiga community, there are increased cases of wives murdering husbands for control of land and the profits emanating from the activities on the land. In Kamwengye; murder practices are common among women of Bakiga community (control of resources according to AHURIO experiences. This makes interventions for legal aid very difficult and risky to engage.

JCU has experienced unreceptive local leaders who have asked JCU to enter a memorandum of understanding. The leaders are more interested in how they can benefit before they allow one to address their community members. This is not only unique to JCU, but is a likely scenario where other LASPs seek support of government officials in implementing their activities but have to agree to meet some relative “Perdiem” allowance before an official fully commits to be part; or in order to persuade them to commit.

The Tribunal under the Uganda Human Rights Commission adjudicates on matters involving violation of rights and its decisions are enforceable in the same manner as Court decisions. The Commission however still faces challenges in the enforcement of its decisions, particularly payments of compensation and its mandate is limited to human rights violations. This situation makes the would be independent tribunal to be dependent on other organs of the state to effect judgments, fines and courses of action recommended to affected persons.

3.4.3 Economic Factors

Most NGOs have their budgets in United States dollars and have not been significantly affected by inflation. To some, inflation has temporarily availed more Ugandan shillings in value total although the same is expended faster on increased transport costs and other outsourced services.

For other organizations whose funds are in the local currency, the miscellaneous budget shelving has wasted very first eating up into the fixed figure budgets they operate in. this has called for stringent measures and tightened internal controls on expense lines like field travel, nights out, regularity of monitoring visits and facilitation for mobile talk-time credit, and a reduction in basic office supplies among others.

Donors dictate the agenda and most of the plans depend on what the donor will say. Legal aid should take certainty, with or wit out DGF, or when there is a change in Government, people need assurance that legal aid will still be there. As a result of donor dependence, there is a tendency for the project beneficiaries and non beneficiaries to think that legal providers exist only to fulfill donor strategies; not their interests.

3.4.4 Social Factors

For LASPs and LEAPs operating in former war ravaged communities and refugee camps, indigent persons served have overtime developed a hand-out attitude to every aid that comes their way, to the extent that some still expect money or items from legal aid service providers. Meeting all expectations of clients is still very difficult. It is also the case for human rights defenders; that are currently supported by Human Rights Centres Uganda. Even to them that are much educated and understand the operational challenges, they still expect to be driven back to their places or given transport refunds.

The perception of the public toward legal aid is rather a less supportive one. According to JCU, people take legal aid as the last resort when everything has failed and they second guess the advice given. In some cases, indigent persons file complaints with a LASP and again seek a private practicing lawyer to undertake the same in court. Such instances were reported in Lira; but are not unique to the Lango region alone.

Globally, the Gay Rights debate is an issue that spans across all social-cultural groupings over the world. FAPAD staff themselves were not spared of this development where individual staff took conflicting positions and debates regarding the Gay Bill in Uganda in 2014. FAPAD unfortunately does not have an official position on Gay Rights publicly declared yet.

AHURIO specifically faces challenges operating in an environment of three inter-twined traditional kingdoms (Batoro, Bakonjo and Bamba Kingdoms) without clear geographical boundaries; yet all having authority on the ethnic tribes ascribing to them though very scattered in all the regions lands; and further having unclear land boundaries. This has further aggravated land conflicts plus issues of land boundaries and properties. As new kingdoms get created without proper border demarcation and sharing of resources; some kingdoms already had properties in newly created ones. This is becoming a source of tensions and is hindering the full support AHURIO would get from traditional leaders in dealing with social injustices in the 7 districts of operation.

3.4.5 Technological Factors

On the technology frontier, organizations have attempted to exploit every advantage possible in making technology work for legal aid service. Most organizational staff have adopted **Whatsapp** enabled telephone lines and use them to communicate easily among each other, and also share them with community members to extend quick and cheap communication on matters arising. Some organizations also have active websites hosted and maintained in country.

Technological factors especially Mobile Telecommunications technology serves to better the delivery of legal aid services by facilitating communications with community members and community paralegals. However, network coverage in most rural regions is generally weak and in some areas nonexistent. Technology infrastructure in the rural areas served is very poor and limits the speed of operation especially communication.

3.4.6 Environmental Aspects

For organizations involved in environmental law advocacy like WVU, their biggest threat so far has been the politicians who are against environmental protection guidelines because of vested interests in natural resource exploitation. The same categories of affluent politicians and leaders are not very comfortable with the interpretation of the constitution since it makes the public aware of their rights and further strengthens governance efforts that check and question the powers that be.

On another note however, it was mentioned by LASPs involved in community awareness meetings on Human Rights, GBV, Child Rights, Environment Law and others; that people hardly turn up for awareness meetings during harvest seasons. This to some extent makes programming for community meetings to follow seasonal community activities.

3.4.7 Legal Issues

All legal aid service organizations assessed affirm a strong cooperation with the legal institutions (JLOS) especially the Courts of Law. Organizations enjoy high level respect from legal institutions within districts of operation and beyond. Legal aid service organizations are also abreast of legal developments because of either having serving advocates within the organization, or being in constant touch with outsourced ones for updates.

As a case example; out of the excellent working relationship with the courts, a DCC resolution (in 2015) was passed for Judiciary to give full support to WVU in legal aid services provision. In addition, the task of communicating court resolutions of Kibaale to the registrar sitting in Masindi was passed on exclusively to WVU.

However, for LASPs, LEAPs and State Actors involved with court representation mentioned that the capacity of the Judiciary is an impediment to efficiency in legal aid services. Supporting the indigent in court is often premised on delivery of quick justice but there are so many case back logs due to personnel capacities in the judiciary system. However urgent a case may be, it is inevitable for one to wait for all the pending cases to be taken care of.

3.5 LASPs Collaboration

3.5.1 Overview

This section presents a brief overview of collaborations and networks of LASPNET members. Specific memberships and issues addressed in the memberships are presented in the particular summaries of individual organizations in **Annex 1**.

3.5.2 Key Membership Networks and Levels

All LASPNET member organizations were found to belong to one or more networks apart from LASPNET. All organizations were registered members of the respective District NGO forums and regional NGO forums. All legal aid organizations were members of the District Chain Link Committees under JLOS. At regional level, most organizations were members of special mandate associations and committees like Peace and Justice, Human Rights, and Customary land groups among others.

All practicing lawyers as individuals and as organizations were members of Uganda Law Society and East African Law Society. Still at national level, some were active members of specific mandate associations like UCRNN.

3.5.3 Key Advocacy Issues

Most advocacy issues advanced under these collaborations are not specific to one organization at any given time, but pertinent to all member organizations according to a common mandate. Such issues include customary land issues, legal aid approaches, peace and reconciliation, human rights and rights for minority groups, environment, research, etc. Any particular member can be elected to chair the group or hold any position. However, ability to influence debates and decisions of the group takes individual effort backed by a record of achievements in the sector that an organization or a particular representative of the organization has on the issue. Some of the group positions are rotational but influence of issues remains more biased on how authoritative one is on the subject.

A detailed indication of specific issues advanced and influenced by different organizations is presented in the summary in Annex 1.

3.5.4 Major Achievements

Achievements for individual members are relative to the interests and issues discussed on the group. For every member organization, it was mentioned that active participation in decisions is a shared value; and so are the achievements of the collaboration as a whole. However, some individual organizations continue to stand out in some forums due to the specialty and experience in the subject matter. To others, participation is passive since they are not authoritative enough on the issues advanced (see details in Annex 1).

3.5.5 Collaboration Challenges

Major challenges mentioned include;

Collaborations and networks are so many and require either a lot of time for one representative to take part in all, or require more than one organization staff allocated to them. Time is a scarce resource for implementing organizations hence some end up missing some meeting or sending junior staff to attend on their behalf.

Furthermore, meetings are held centrally and require some members to commit significant resources to attend the meetings. With weak financial bases, only a few of such meetings can be attended in a given period especially for organizations whose location is far away from the point of meeting.

Like any association of knowledgeable persons, there is a tendency to differ on perspectives of some issues like the understanding (law perspective) and the actual practice (traditional) of customary land tenure. Most lawyers find it difficult to debate with non legal personnel on issues of the law, where the latter feel their opinions are not just challenged but under looked. Some have ended up leaving such networks due to disagreement on principle. A case in point was TLAP that on many occasions failed to agree with the Teso Customary Land Rights Association and ended up reducing drastically the involvement in land debates.

3.6 Best Practices among LASPs & LEAPs

3.6.1 Overview

The following sections present the perceived best practices that any legal aid service organization can adopt. These practices are based on experiences given by particular organizations who have found them to work well for legal aid interventions.

3.6.2 Outstanding Good Practices

As a best practice, field results strongly point to community mediation as an Alternative Dispute Resolution (ADR) mechanism to civil issues. It is however hard to count one successful until agreements or matters have court approval and agreed issues filed at court level.

Working through community paralegals, Human Rights defenders, and para-social workers is the best approach to legal aid service work because it doesn't need a lot of resources. Many areas can be reached using locally available resources.

Good working relations are paramount to the future of Legal Aid Services irrespective of region of operation; and are vital to success in Legal Aid work.

Networking is one of the approaches that have done the magic in legal aid work. Most organizations strongly believe in working as a network for referrals, recommendations, implementation and joint projects among other benefits.

3.6.3 Key Lessons

Independent fundraising is time consuming and realizes limited funds. It is therefore imperative that joint fundraisings be embarked upon and therefore joint projects can be undertaken hence reducing the cost of doing business.

Legal issues are constantly evolving hence need continuous and up to date capacity building for legal issues. Every association/organization should commit a staff to handle capacity building.

Legal Aid needs to be offered in the context of area and the dynamics, not the minimal qualification as the Legal Aid (draft) Policy seems to suggest. This is especially so for forest communities where one's approach to their issues and understanding the context of the issues avails results faster than confronting them with the legal specifications of certain issues under context.

Legal Aid Service is not necessarily about court representation for the indigent. People can be trained to represent themselves on some matters where the courts do not strictly request a legal representation¹⁴.

From experience, JURIA recommends that it is always a best practice to have professionals do the work. The team at JURIA is mainly composed of trained legal advocates who set out to do the work and accomplish with limited supervision. Legal aid service deals with the law, understanding and interpreting it to the indigent without altering the meaning. This calls for some level of qualification and experience.

LASPNET needs to employ prudence in categorizing and recognizing who should be a member¹⁵. It is important to specify and adhere to what is best fitting to be a member for example what structures ought to be in place, qualifications for legal aid staff, availability of law books etc so as to offer a service that is beyond reproach. LASPNET must then encourage and maintain a continuous legal education culture that enables legal professionals to get up-to-date with changes in the prevailing laws.

According to ULS, strengthening the capacity of local actors in the administration of justice is a big benchmark for LASPs in collaboration with community leaders. This can reduce the workload on LAPs and intensify access to justice. Furthermore, negotiating an MOU with ULS can lead to a mandated assignment of advocates and legal experts to several legal aid service providers in form to technical back up as well as monitoring their activities.

3.7 Recommendations

3.7.1 Key Recommendations

LASPs ought to undertake Public Interest Litigation in place for activism that has usually faced the tough side of the Public Order Management Act that is interpreted and implemented differently by various actors especially the police.

Although most challenges are internal to the organization, LASPNET should endeavor to intervene per organization according to need as opposed to general trainings that might not fully address the issue at hand.

There is need for LASPNET to support to member organizations undertake refresher community awareness on legal aid matters across the entire mandate lists. Due to resource constraints, such activities have mostly been pended.

Build evidence based research with effective participation of association members. The research reports will command a greater adoption that comes with improved interest for funding for suggested areas of further research. For LASPNET and its members to be heard and respected in the legal fraternity, it is important to research and publish at least 10 papers a year using readily available data and resources of LASPNET members¹⁶.

LASPNET needs to be more active and specific in supporting capacity building of member organizations. For example, the last LASPNET training undertaken for WVU was in 2013 focusing on Small Claims Procedure. For organizations like DCI Uganda, they have

¹⁴ LDC has started a pilot project in Masindi where clients are coached on self representation - 2015

¹⁵ JLOS Interview October 2015

¹⁶ There is a lot of plagiarism amongst LASPs; and also done by donors who fail to even acknowledge source of information. LASPs need to own their work through copyright

regularly benefited from LASPNET trainings although the trainings do not particularly address their desired capacity skill gaps particular to children issues. LASPNET should make it a policy to regularly visit members at least twice a year to capture any arising concerns.

LASPs must step up the caliber of staff employed in the organizations in order to deliver quality services that attract further support and funding. Similarly, LASPNET must recruit and retain staff of high legal caliber to guide and nurture the development of LASPs; thereby acting as a green house under which LASPs are nurtured, guided and matured to offer professional legal aid services. With highly qualified staff, LASPNET can then help LASPs to mature, undertake deeper research, trend analysis and use the information to tap into further funding.

For LASPs with staffing deficits in the legal department, the current arrangement where LDC issues practicing certificates to law students varied for 9 months could be a possible solution. Students are cheaper to maintain and are also willing to take on the opportunity to practice and get hands-on experience. Although the solution is not long term; it ill bridge the gap and assure you of a cheap staff for 9 months every year.

The Network Secretariat should institute a tracking desk to focus on changes in court practices and regulatory environment; acquire the new documents and circulate them accordingly while undertaking capacity building on specific matters.

There are gaps on legal service for the health sector; hence eminent for LASPNET to organize resources and build capacity of members on health laws.

Legal aid should go beyond legal representation because most disputes require a mixture of legal and non legal remedies that the traditional system cannot provide. Such remedies include counseling and psychosocial support

LASPNET should source for and make referrals to member organizations for projects and legal aid service work. LASPNET can further undertake fundraising activities on behalf of members so as to realize the much needed but scarce project funding for legal aid services.

LASPNET should improve National Level Advocacy to support structural and policy issues at local membership level. It is vital that LASPNET identifies similar legal aid service networks (for example SALAN¹⁷) from developed nations and forge working relationships in

¹⁷ *The Southern African Legal Assistance Network (SALAN) was initiated in 1994. SALAN is a network of eleven non-profit, non-governmental organizations in the Southern African Development Community (SADC) region that advocate for the rights of the poor, disadvantaged and marginalized. Since its inception it has provided support to its member organizations by sharing information, providing internships and exchanging skills and expertise. **The SALAN members are:** LRC (South Africa), Black Sash (South Africa), Ditshwanelo (Botswana), Legal Assistance Centre (Namibia), Legal Resources Foundation (Zambia), Legal Resources Foundation (Zimbabwe), Legal Mocambique Dos Direitos Humanos (Mocambique), Malawi Centre for Advice, Research & Education on Rights (Malawi), Zambia Civic Education Association (Zambia), Zanzibar Legal Services Centre (Zanzibar), and Legal and Human Rights Centre (Tanzania). The LRC was one of the founding members of SALAN.*

SALAN exists: to address public interest issues through legal means; to promote and protect human rights; to advocate for law reform and policy change; to facilitate information sharing; to facilitate capacity building within the network; and to foster collaboration on projects. SALAN is a network in Southern Africa that has a proven track record of ensuring access to justice, cultivating Human Rights and promoting a culture of good governance. It has embarked upon a concerted regional effort to ensure that these deeply held principles are situated centrally in the

order to seek guidance, nurturing, instill innovation and purify systems at Secretariat level so as to cause that much needed influence and change at micro level. LASPNET should invest in benchmarking with highly developed legal aid systems in South Africa, Canada, England and Australia; take study trips and understand how to transform LASPNET into a more formidable entity and authority on legal aid in Uganda.

From the regulatory perspective, LASPNET should work more closely with the regulator, undertake background checks with the regulator and share full membership details without fear or favor. LASPNET should ensure members seek approval from the council on regular basis as provided by the law. Eventually, LASPNET will be the go to place for the Law Council regarding compliance of LASPs than the Law Council going directly to the members of LASPNET. Currently, the Law Council is in the process of amending regulations in the Advocates Act (Amendment 2002) to give powers to the Law Council to close LAPSs that do not meet the requirements as provided for by the Regulations of Legal Aid Providers 2007.

All LASPs ought to have the same means and merits criteria to adhere to. What one organization calls indigent, another doesn't see it that way and so sometimes when one is referred from one organization to another, he/she is referred back and this is sometimes due to organizations not knowing each other's mandates. There is need to integrate the IMS for proper documentation and evidence based research, and keep records of all clients and cases. This will totally remove the problem of forum shopping of clients, who move from one LASP to another. There is need to have a general document for referrals so that organizations can know where to start from when one has been referred.

There is need to adopt a system where local Government takes over the volunteers and fit persons that the organizations train. Some times when donors pull out support before the projects end, organizations are stuck with the volunteers.

There is need for LASPs to step up and give quality work so as people trust in Legal aid better than private lawyers. In developed nations like South Africa, legal aid is the most sought after service not because it is cheap but because of the quality of service and commitment of LASP staff involved.

On the technology frontier, LASPNET should utilize the Whatsapp platform that allows up to 100 members in a group; and create a LASPNET member organization platform to gather quick issues arising from field. The same platform, just like email, can be used to send urgent communication like call for meetings, training mobilization or can be used for a quick needs assessment.

3.7.2 Conclusion

LASPNET needs to justify its existence, assess legal aid and offer policy alternatives if it has to be felt. LASPNET must be recognized as a think tank, a mobilizer and a point of reference regarding legal aid issues. It is currently not the reality as other entities within LASPNET area the go-to places regarding legal aid. Some members of LASPNET are actually bigger than LASPNET.

reality of every Southern African society through: Providing legal services; Engaging in public legal education; Participating in law reform and policy change; and Undertaking public interest litigation.

Legal aid service organizations have achieved a lot independently and could achieve a lot together. There are many skills gaps that affect quality of implementation; but there also untapped potential in utilization of the volumes of information at the members' disposal mainly because not much emphasis is given to how the information is stored, shared and replicated.

The much needed skills can be traced within the organization itself. If all organizations could view themselves as having relatively a common cause than competitors; there are tons of experiences that can be passed on from one organization to another in form of staff exchanges, workshop trainings entirely co-facilitated by members and undertaking joint researches.

However, looking at the current skills gap; it is imperative that such trainings be arranged sooner than later. The consultants that undertook the assessment are better placed to be part of the capacity building teams if resources allow.

4.0 CAPACITY BUILDING STRATEGY AND ACTION PLAN

4.1 Situational Analysis

In addition to the 2004 LASPNET legal aid baseline and needs analysis survey in Uganda, out of the 42 identified respondent organizations, an in-depth assessment was undertaken on 38 available LASPNET members and partners. Key capacity gaps were found to be in areas of documentation; short term funding that is not favorable for long term engagements especially prolonged or recurrent cases in ADR or court arbitration; and in some instances the failure to perform organizational responsibilities as per the mandate; a situation that makes the beneficiaries, partners (public and non state actors) lose confidence in a particular organization. More specifically, member organizations grapple with;

- Limited capacity in proposal development;
- Poor quality reports (impact reporting);
- Limited abilities in research and qualitative data analysis;
- Limited understanding of M&E of legal aid work;
- Lack of capacity among most staff to develop regular strategic plans internally;
- Lack of organizational sustainability strategy/planning;
- Limited use of log frame reporting and tracking of set strategies; and
- Limited policies to guide functioning of some LASPs among others.

4.2 Rationale for LASPNET engagement

In an effort to address and buttress constraints of LASPs (identified in the 2004 survey) in their legal aid service delivery, LASPNET has coordinated and facilitated a number of capacity development interventions that included conducting institutional assessments. While these efforts have been instrumental in enhancing the capacity of the membership, it has been adhoc and not informed by deeper analysis of the needs. It is also worth noting that 10 years on, needs and challenges have evolved. It is on this basis therefore that a new capacity development strategy should be developed to guide LASPNET deliver action oriented and quality interventions.

4.3 Overall mechanisms and measures to combat the gaps

4.3.1 Proposed Stakeholder Actions

A. Shared Stakeholder Vision and Mission

Stakeholders (member organizations, donors and government) in the Legal Aid Service sector in Uganda should develop a Shared Vision that will allow all players to move in the same direction.

The vision/mission will allow the stakeholders

- a) To coalesce, build consensus, develop common practices and principles, and consistently apply them across the board.

- b) To orient new comers into the sector.
- c) To work collaboratively and take advantage of one another's strengths.

B. Shared Human Resources

Skilled experts sharing a common vision and agreement on good practice and principles will work constructively for the benefit of the Legal Aid Service sector. This will create a demanding environment in which each stakeholder will do better for the sector. Legal aid service organizations together have a huge skill potential; that is currently seemingly thin because every organization tends to consider employees as belonging exclusively to the hiring entity. Organizations need to agree to create Employee resource groups based on shared expertise. The groups could be used to provide skills support at a cost to member organizations in need, and help enhance staff career development. Some of the groups may include pro-bono legal practitioners within LASPNET, Pyscho-social support experts, legal trainers, legal aid M&E experts and conflict and peace resolution experts among others. These groups will suggest individuals to offer training services within the group at affordable costs, offer cheap support supervision and above all will keep the money rotating in the network as opposed to constantly outsourcing expert trainers.

C. Intensive Stakeholder Collaboration

Establishing efficient and intensive stakeholder collaboration is a key factor in legal aid services. Therefore, the form of collaboration needs to be shifted from simple conversation to valuable contribution. This requires a shift from stakeholders acting solely as information providers to stakeholders contributing actively and sometimes even autonomously to the effort by understanding, validating and specifying parts of the solution being built. In order to allow for such an intensive form of stakeholder involvement, a set of common goals between the coordinators and the various stakeholders is required.

D. Donor Role

- a) Donors should help LASPNET members develop and refine tools such as a model case management system and database, and establish standards that can be adopted by all legal aid network members. Developing standard case management and M&E tools across all legal aid service providers is an essential step in creating the standardized approach and reporting requirements that will be required by any publicly-funded and donor funded legal aid scheme.
- b) Donors should support efforts that identify and invest in dire-need yet-unreached populations; or support organizations that have identified new, innovative approaches that tackle difficult issues not being addressed by existing approaches
- c) Donors should help LASPNET to advocate for greater support by the Government of Uganda. A sustainable system of government funding of legal aid should be explored and developed, borrowing from successful models in other countries. The government in addition to donors should be pushed to create a legal services fund to support member efforts in the legal aid clinic system.

4.3.2 Proposed Capacity Gaps Interventions for LASPNET

Component	Gaps Analysis	Complementary roles LASPNET will play with other relevant institutions	Proposed Action	Projected cost estimates for implementing the actions. In UGX
In-depth Capacity Assessment	<p>1. Programme outreach and depth</p> <ul style="list-style-type: none"> ▪ Majority of LASPs offices are based around urban centres ▪ Coverage expansion is completely dependent on donor funding <p>2. Funding</p> <ul style="list-style-type: none"> ▪ Over reliance on donor funding and lack of creating alternative source of funds and sustainability. ▪ Shift in priorities by donors from funding single institutions to collaborations and consortia. <p>3. Documentation</p> <ul style="list-style-type: none"> ▪ limited capacity in proposal development ▪ Poor quality reports (impact reporting) ▪ Limited abilities in research and qualitative data analysis ▪ Limited understanding of M&E of legal aid work 	<p>Institute requirements of a specific number of legal aid clinic outreaches per given period to rural areas for rural based LASPs</p> <p>Advocate for government funding for legal aid clinics</p> <p>LASPNET should guide members on triangulation of projects to include legal aid component in all proposals; which comes with a financial connotation hence pooling extra resources for legal aid service</p> <p>Organize regional cluster trainings for each identified capacity gap</p> <p>Plan for and allocate funds for support monitoring</p>	<p>Develop a Legal Aid Clinic engagement value score system that tracks outreaches and earn points for a specific organization as basis for government compensation for outreaches done.</p>	10,000,000
			<p>Procure services for development of standardized M&E tools, report guides and case management system</p>	15,000,000
			<p>Procure services for development of standardized training manuals in all identified capacity areas.</p>	100,000,000
			<p>Undertake a cost-shared Trainer of Trainers workshop of selected organization representatives in selected capacity areas</p>	30,000,000
			<p>Organize annual regional cluster trainings in selected capacity areas</p>	80,000,000

Component	Gaps Analysis	Complementary roles LASPNET will play with other relevant institutions	Proposed Action	Projected cost estimates for implementing the actions. In UGX
Institutional strategies, policies, processes	<p>1. Institutional Strategies</p> <ul style="list-style-type: none"> ▪ Lack of capacity among most staff to develop regular strategic plans internally ▪ Lack of organizational sustainability strategy/planning ▪ Limited use of log frame reporting and tracking of set strategies ▪ Limited policies to guide functioning of some LASPS <p>2. Human Resource</p> <ul style="list-style-type: none"> ▪ High labor turnover of legal practitioners due to area of operation and remuneration not being up to scale with the competitive market. ▪ Limited or no opportunities for staff exchange and internships <p>3. Equipment</p> <ul style="list-style-type: none"> ▪ Insufficient equipment to enable delivery of 	Develop a strategic planning training manual for LASPNET members	Procure services for development of strategy training manual	15,000,000
		Train in log frame planning and reporting	Organize for workstation trainings on need basis	20,000,000
		Hire an Organizational Development expert to support members full time	Hire and retain an OD expert at LASPNET	50,000,000
		Arrange for regular annual cost shared training certification course for community paralegals, and non legal staff at regional level	Liaise with LDC and implement an annual training for paralegals certified by LDC ¹⁸ or LASPNET	40,000,000
		Advocate for a staff exchange programme among members		10,000,000
		Mobilize for equipment donation at national level, group sourcing for cheap procurements, calling for tax	Create recognition and rewards incentives for inter-member organization staff exchange programme	10,000,000
			Undertake fundraising drives	

¹⁸ LDC has established five study centers across the country in the districts of Mbale, Mbarara, Soroti, Gulu and Fort Portal; soon to open another school in Lira. LDC is open to tailor made courses and welcomes LASPNET to discuss the matter – LDC Representative at the validation meeting

Component	Gaps Analysis	Complementary roles LASPNET will play with other relevant institutions	Proposed Action	Projected cost estimates for implementing the actions. In UGX
	<p>legal aid service</p> <p>4. Communication technology</p> <ul style="list-style-type: none"> ▪ Limited use of modern communication technology platforms like websites, applications on social media like twitter to engage clients and stakeholders. ▪ Lack of reach of telecom services in remote areas 	<p>exemption on office items for legal aid work</p> <p>LASPs should invest in walkie-talkies for forest communities and conflict areas</p>	<p>for equipment donation with corporate entities, embassies and URA</p> <p>Advocate for government authorization to use walkie-talkies in legal aid field work</p>	10,000,000
Training Needs Assessment	<p>1. Limited Skills in some aspects of legal aid especially for non legal staff (ADR mechanisms – counseling and mediation skills)</p> <p>2. Documentation (M&E, proposal writing, research and data analysis)</p>	Refer to capacity section	Refer to capacity section	Refer to capacity section
Operating Environment	<p>1. Regulatory – pending legislation (Legal Aid bill, NGO bill, land act amendments etc.)</p> <ul style="list-style-type: none"> ▪ Lack of training and regular updates on applicable laws. <p>2. Political environment</p> <ul style="list-style-type: none"> ▪ Political environment is a threat to LASPs 	<p>National level advocacy for change of contentious articles in NGO bill</p> <p>Instituting a legal and policy review desk at LASPNET to focus on law updates and changes</p>	<p>Develop policy briefs and position papers regarding upcoming bills</p> <p>Train identified team in policy review and policy advocacy</p>	<p>20,000,000</p> <p>10,000,000</p>

Component	Gaps Analysis	Complementary roles LASPNET will play with other relevant institutions	Proposed Action	Projected cost estimates for implementing the actions. In UGX
	<ul style="list-style-type: none"> ▪ Politicians hijacking projects of LASPs. <p>3. Legal institutional</p> <ul style="list-style-type: none"> ▪ Lack knowledge of court procedures 	Tackle court procedures under training for paralegals		
LASPs collaboration and engagement to influence reforms at different levels	<p>1. Engagement and partnership.</p> <ul style="list-style-type: none"> ▪ Exploitation of smaller players by bigger players in the network ▪ Discussions over concentrated at the centre. ▪ Difference in mandates, roles and interests at collaboration level. 	Institute an effective complaints desk to resolve issues in networks and partnerships	Facilitate complaints desk to undertake dialogues between disagreeing parties	15,000,000
	<p>2. Low levels of collaboration among partners.</p> <ul style="list-style-type: none"> ▪ Irregular patterns in scheduled collaboration meeting 	Recommend mandatory sharing of committee reports with LASNET Secretariat	Seek accountability for collaborative meetings held and urge/pursue passive members for active and meaningful engagement	5,000,000

4.4 Continuous Actions

- 1 **Research:** LASPNET must undertake periodic surveys and case studies among members to understand their operational challenges and innovations to problem solving; and use the information for advocacy push on promised actions.
- 2 **Policy Review:** LASPNET should review existing and proposed policy actions by government, and conduct opinion polls from LASPs and LEAPs on proposed changes. These statistics will be published incognito as an advocacy push to consider the implementers' voice on legal aid issues.
- 3 **Lobbying:** LASPNET should schedule a number of face to face meetings with heads of missions, government organs and ministries charged with implementing specific functions of particular policies affecting legal aid service providers. Such individuals will be invited to periodic **LASPNET policy clinics** where open Q&A sessions will be held and aired live for wider sector dialogue.

4.5 Risks

Perceived Risk	Mitigation Measure
Perceived competition between legal aid funding and the different sector priorities of the government like agriculture and services	Harnessing the legal aid agenda to clearly demonstrate the contribution of legal aid to productive and stable communities, and the economic risks of non productive agricultural economy due to endless civil wrangles
Relative intangible and hard to see impact of legal aid service likely to deter support from donors and government	Emphasizing clear qualitative reporting with opinionated statistics, documentaries and pictorial evidence reporting to concretize the impact of legal aid service programmes
High rate and repeated occurrence of similar cases likely to threaten the authenticity of published evaluation reports and eventually eroding trust	Work closely with legal and police institutions to ensure full implementation of ADR agreements and due filing in courts of law

4.6 Monitoring, Evaluation and Learning

LASPNET will lead M&E and learning processes using regular surveys, field monitoring, meetings or teleconferences with members asking specific questions that measure progress of particular actions. Mid-term review will be undertaken following the roll out of the strategy, and later a final review. For impartial measurement of progress on capacity development strategy implementation, LASPNET will consider commissioning an independent external evaluation at the end of each financial year according to need.

ANNEX 1: SUMMARY ASSESSMENTS FOR INDIVIDUAL LASPs/LEAPs

1. FAPAD

Background and Organizational Structures

Facilitation for Peace and Development (FAPAD) is a voluntary Non Governmental Organization founded in 2000 and launched operations in 2004. Inspired by the urge to protect women and children at the peak of the Lord's Resistance Army (LRA) insurgency in Lango sub-region in Northern Uganda, FAPAD was founded to tackle the silent issues regarding property rights for women and children, specifically widows and orphans who were facing several abuses including denial of land, housing and other properties after the death of their beloved husbands and fathers. FAPAD currently has branch offices in Lira, Amorata and Otuke Districts. FAPAD undertakes its project activities in the entire Lango sub-region, Northern Uganda in 42 sub-counties in the districts of: Lira, Apac, Oyam, Kole, Alebtong, Otuke, Dokolo and Amolatar.

The highest organ in FAPAD's reporting hierarchy is the Board of Trustees. FAPAD has a strong organization structure rooted in an organized Board of Trustees with excellent knowledge and experience in management of organizations. These include 2 Human Resource Specialists, a retired Civil Servant, Social Workers and a Qualified Nurse. The Board of Trustees is credited strongly for steering the organization forward. The Board sits 4 times a year and at times converges more than the stipulated times depending on need. FAPAD uses a bottom-top approach to reporting and coordination of project work; and follows the reverse for major organizational level information dissemination whenever necessary. At the very bottom of the FAPAD pyramid are the community members that FAPAD serves who channel their issues and concerns through the village representatives, to parish coordinators, to Sub-County representatives and on to the district representatives who pass on the reports to FAPAD. However, interaction space is rather open and clients can approach any FAPAD field staff to present their issues. Field staff receive information and pass on information directly to community representatives at village, parish and Sub County levels. Field staff directly report to project Assistants who later report to Project Officers. Project Officers are responsible for passing on reports and information to Team leaders for the different Core Programme Areas; who later report to the overall project manager that amalgamates all sector reports and presents to the Deputy Executive Director. Above the Deputy ED is the Executive Director who answers to the overall reporting organ of FAPAD which is the Board of Trustees.

Summary of Organizational Mandates

FAPAD's four core programme areas are: Social Protection; Good Governance; Legal Aid and Conflict Management; and Food and Income Security (Livelihood). Although FAPAD operations date way back to 2004, **Legal Aid and Conflict Management as a programme started in 2008.**

Under the Legal Aid and Conflict Management, FAPAD promotes Access to Justice for the vulnerable groups in Lango Sub-region especially women and children through formal and non formal services (Alternative Dispute Resolution-ADR). Formal services include legal

advice, court representation and legal education to the complainants of human rights violations especially the women, widows, disabled and Orphans and Vulnerable Children-OVC. FAPAD also undertakes mobile legal aid which aims at taking services nearer to the local population who may be unable to report cases of human rights violations due to long distance, old age and inability to meet transport costs to access legal redress and services. The Alternative Dispute Resolution (ADR) involves mediating in civil cases especially land conflicts and other social conflicts within families and communities. Major cases registered with the legal aid department are Land related, while other human rights abuses like child neglect and domestic violence are referred to Social Protection department for redress.

Specific legal aid services provided by FAPAD include Court Representation; Mobile Legal Aid; Mediating on land and social domestic issues; Legal, education, advice and Counseling; Documentation of Legal cases; Community policing; Training Local and Cultural Institutions; and Advocacy

Key Strengths FAPAD

Analytical dialogue with staff in Legal Aid Service Department revealed a number of key strengths in regard to the delivery of legal aid services. The following were considered as key internal strengths to the functioning of FAPAD's legal aid and conflict management core programme area.

FAPAD has a strong organization structure rooted in an organized Board of Trustees with excellent knowledge and experience in management of organizations. These include 2 Human Resource Specialists, a retired Civil Servant, Social Workers and a Qualified Nurse. The Board of Trustees is credited strongly for steering the organization forward.

Strong management Team bolstered by the long management span at FAPAD; preceded by earlier management experience and high academic qualifications. All senior management team has been serving at FAPAD for over 10 years individually.

The organization has a strong recruitment policy that drives to bring on board the best qualified staff academically and with hands-on experience in the area for which one is recruited.

FAPAD uses a community based approach in delivering programmes including legal aid services; which creates a strong bond between the beneficiaries and the organization. Service delivery is deeply rooted in the community breeding acceptance and support for all areas addressed by FAPAD programmes.

FAPAD further enjoys a positive working relationship with District and Sub County stakeholders, as well as the Judiciary. This allows FAPAD to advance the advocacy agenda, representation of the indigent in courts of law and the general acceptance of Alternative Dispute Resolution MoUs drawn by FAPAD Legal Aid Staff as legally binding.

FAPAD internal capacity building strategy focuses on continuously facilitating staff to acquire new knowledge in the fields of legal aid service; and ensuring that such needed training and related trainers are availed to staff. This further builds confidence in staff as they tackle the different areas of work.

FAPAD has a sitting advocate within the organization. This limits the need for outsourcing expensive advocates whose passions and goals might not yield equally as those trained and facilitated to serve the indigent persons.

FAPAD further belongs to several other NGO Networks from which knowledge and experience is sourced to usher solutions to work related challenges, shape new ideas and advance causes that benefit both the organization and the people they serve.

By and large, FAPAD has had a steady and growing donor support for the programmes they implement hence ensuring to some extent a good flow of the much wanted finances to implement projects in all programme areas including legal aid services.

Available Opportunities

There are existing opportunities for FAPAD to engage in Public Interest Litigation (PIL) in addition to individual litigation. 'PIL' means a legal action initiated in a Court of law for the enforcement of public interest or general interest in which the public or a class of the community has pecuniary interest or some interest by which their legal rights or liabilities are affected¹⁹. Customary land ownership systems, governance and social cultural practices all present issues and opportunities for PIL in the greater Lango Sub Region.

Undertake state briefs in addition to civil matters (a Brief is a written or printed document prepared by the lawyers on each side of a dispute and submitted to the court in support of their arguments - a brief includes the points of law which the lawyer wished to establish, the arguments the lawyer uses, and the legal authorities on which the lawyer rests his/her conclusions).

Internal Weaknesses

Most staff feel they are struggling with quality of reports and proposals produced internally. The ability to document success stories and analyze qualitative data is lacking.

FAPAD staff numbers continue to grow with time but there is no dedicated Human Resource Department to deal with associated concerns including contract issues and internal policy related issues.

Short term funding is not favorable for long term engagements especially prolonged or recurrent cases in ADR or court arbitration. The limited funding further strains the length of contract that a particular staff can get for employment in FAPAD which affects retention of key skilled staff. This presents a risk that should any potential employer arise; offering longer term contracts, FAPAD may lose key skilled staff that they have invested resources in to groom and train overtime.

Threats to FAPAD

Due to the sensitivity of FAPAD programmes like governance to the affected public servants; FAPAD has faced pressure from some public servants who feel the demand for accountability has been pushed strongly by FAPAD. The Popular Black Monday protest for which FAPAD participated was a direct governance advocacy activity against corruption and

¹⁹ See more at: <http://www.legalblog.in/2011/02/public-interest-litigation-definition.html#sthash.T6PkayP1.dpuf>

embezzlement of public resources. This among other elements under the governance component has drawn negative support from some public servants toward FAPAD and the different projects they implement. This continues to be a threat to FAPAD's implementation of the governance projects since they directly call for improved accountability on the use of public resources.

Another perceived threat hails from Private Law Firms; which view FAPAD as a threat to their profitability due to the pro-bono services they offer. In some instances, Private Practicing Advocates don't give proper advice to indigent clients on alternative procedures like ADR; hence deprive them of the chance to settle civil matters at no cost, and end up paying to have the case referred back to ADR mechanisms before Courts of Law can take them on. In this process, the indigent pay expensive legal fees and get further frustrated making it a hard entry for FAPAD as a legal aid service provider mid way a distorted legal procedure.

FAPAD was founded to serve the greater Lango region, but is often limited by the tied funding that limits implementation to particular district boundaries. This leaves out potential indigent legal aid service beneficiaries; who might be part of the projects in other core programme areas of FAPAD.

Funding implications

Funding is generally project based and can overlap departments. Under legal aid department, prolonged cases beyond the project lifetime are funded by channeling some resources from other sister projects. In scenarios of unutilized funds under legal aid department due to near expiry of project life span; under the guidance of the donor, such resources are equally channeled to other imminent projects. By and large; FAPAD funding has realized an average 70% for actual versus budgeted. Legal Aid department usually accounts for 20% to 25% of the total resources raised.

INSTITUTIONAL STRATEGIES

The study intended to understand what internal policies guide the day to day operations of the LASPNET Member organizations, availability of organizational strategies to achieve particular mandates, understand the human resource component, report and information sharing; as well as equipment available to facilitate the day to day operations of particular organizations. The following can be deduced from the field findings.

Organizational Policies

FAPAD has transformed from originally a CBO with scanty policies to a fully fledged NGO with clear documented internal policies to guide how staff perform their responsibilities. Internal policies continue to be reviewed to acceptable standards, adopting and accommodating national guidelines and regulations. A case in point is improving Maternity leave from 45 working days to 90 days as provided for by the labour laws of Uganda; and making the mandatory NSSF payments for staff as provided for by the NSSF Act. To date, the following internal policies and guidelines exist at FAPAD:

- (i) Constitution
- (ii) Personnel Manual

- (iii) Financial Policy and Procedural Guidelines
- (iv) Security Policy
- (v) Fund Raising Policy
- (vi) Disability Policy
- (vii) Child Protection Policy
- (viii) Medical Policy
- (ix) Assets Policy
- (x) Gender policy (Draft)

Although FAPAD has a personnel manual, all staff are hired on a one year renewable contract; a situation that creates anxiety when one's contract is coming to the end. No staff is given contracts beyond one year hence none is assured of job continuity beyond a current contract. This scenario is for the large part a result of the short term funding commitments from donors and therefore the organization cannot offer contracts for periods beyond which the current or projected resources can support. The short contracts, depending on the timing, also affect whether an expecting mother (female staff) gets maternity leave or not; or whether they will get their jobs back after maternity leave. For the most part, maternity leave goes unpaid.

Availability of Organizational Strategies

FAPAD has periodic strategic plans that guide the operations of the organization, and also align implementation to fit the organization vision and mission. FAPAD blends at least three key approaches in all its work;

- Facilitation-Our role is to guide, mentor and encourage. This is in line with FAPAD's true belief that communities own the issues and they should be in charge of their destiny and own the solution as well as sustain them.
- Rights Based Approach (RBA)-The Human Rights Based Approach (empowering people to take their own decisions, rather than being the passive objects of choices made on their behalf) has had FAPAD shifting away from a simple needs-based approach in development thinking and instead increasing acknowledgment of the complexity of poverty that affects Lango communities. The shift to RBA was based on the recognition that, after some years of effort, addressing needs and capabilities of poor women and men did not bring about sustainable impact on poverty. FAPAD recognized that if poverty is to be overcome, social injustice would need to be tackled first.
- Conflict sensitivity-Because there is a close link between conflict, peace and development, development actions should seek to directly address the root causes of violent conflict situations.

Human Resources

FAPAD is fairly staffed with a total of 46 salaried staff. These are supported by about 2,500 Community Based Para-Legal volunteers. The Community Based Para-Legals and Peace Promoters have reduced from an original 5,200 initially trained by FAPAD. At Office level,

legal aid department is served by 4 legal personnel, of which 2 are practicing lawyers and the other 2 are Diploma holder legal assistants. The greater share of staff numbers belong to the Social Protection department.

Report Generation and Information Sharing

Reports are generated through an upward reporting system. Reports are reviewed and shared internally through Heads of Departments Monthly meetings. Approved reports are then uploaded on the Organization website for access by the general public.

Key Organizational Equipment

The organization has ample office space with 4 rooms available to the Legal Aid Department. However FAPAD is short on equipment and gadgets to undertake work. The legal aid services work with 4 shared desktop computers and most of the reporting is done in hard copy. On a positive note, internet service is available at office and is utilized to send and receive information mainly by email. The office has no communication gadgets supplied to staff apart from the front desk organizational contact line. Staff improvise communication using their individual mobile telephone sets; and FAPAD has seized supporting staff with mobile talk-time credit (airtime) due to limited funding.

Technology Adaptation in Legal Aid Service

According to the staff respondents on the capacity assessment, there are many platforms that could be utilized for making legal aid work move faster and cheaply especially communication using chat avenues like Whatsapp, Face book, Twitter and Messaging. However, most staff, community volunteers and community members do not have the ability to afford Smart Phones that allow for such functions. Mobile internet packages needed to keep such platforms running are also expensive to maintain.

TRAINING NEEDS ASSESSMENT

Key Skills Gaps

- At FAPAD, there are challenges undertaking Public Interest Litigation and State Brief Litigation. FAPAD has opportunities to undertake them but skills are limited to engage in them.
- The organization still outsources capacity building for staff in M&E, Organizational capacity assessment, fundraising and institutional strengthening planning.

Key Skills Requirements

Immediate:

- Public Interest Litigation
- State Brief Litigation
- Diversion – criminal matters related to land and the organization
- Legal information management systems training (data management)
- Quality report writing

It is hoped that these trainings will widen the job scope for legal staff and add value to the outputs and abilities of the organization.

Long term:

- FAPAD staff hope to train in conflict resolution and management; as well as general litigation matters as a post graduate program.

Training Methods and Venue

Workshops method was the most recommended for immediate skills needs to be undertaken under a hotel setting or at the work station. For future training needs, an educational institution would be most ideal to undertake them under a study leave arrangement.

Funding for Staff Training

- According to FAPAD staff, all short course workshop trainings and long term career trainings should be fully funded by the organization as an investment into staff to propel the organization to greater heights in legal aid work.

OPERATIONAL ENVIRONMENT

Key to FAPAD in the Political-regulatory environment has mainly been the NGO Bill 2015 providing for close monitoring of NGO activities by government organs. NGOs have to have the approval of both the DNMC and the local government to operate in a given district. This includes having a signed MOU with local government. The DNMC, based on its monitoring of NGO activities and performance, advises the national NGO Board concerning the permit that is to be given to NGOs to allow operations in a given district. In effect, there is authorization required from three entities (the DNMC, the local government and the NGO Board). The DNMC also makes recommendations to the NGO Board for registration of NGOs²⁰. An NGO like FAPAD that runs governance activities will definitely find trouble seeking approval from the same entities it challenges on governance issues.

Also mentioned as a threat is the political pressure experienced at Lira District Local Government concerning vested interests in some projects. A case in point is a joint Lira DLG/FAPAD project under governance section that was to be funded by the Office of the Prime Minister Uganda (OPM) in 2013; which failed because of the pressure from leaders for a 50% kick-back before approval.

Globally, the Gay Rights debate is an issue that spans across all social-cultural groupings over the world. FAPAD staff themselves were not spared of this development where individual staff took conflicting positions and debates regarding the Gay Bill in Uganda in 2014. FAPAD unfortunately does not have an official position on Gay Rights publicly declared yet.

²⁰ <http://chapterfouruganda.com/sites/default/files/downloads/CSO-Position-Paper-on-the-NGO-Bill-2015.pdf>

With regard to the technology frontier, technological factors especially Mobile Telecommunications technology serves to delivery of legal aid services by facilitating communications with community members and community paralegals. However, network coverage in Lango Sub Region is generally weak and in some areas nonexistent. Technology infrastructure in the region served is very poor and limits the speed of operation especially communication.

On the legal institutions side, FAPAD boasts of strong cooperation from the legal institutions especially the Courts of Law. FAPAD enjoys high level respect from legal institutions within Lira and the greater Lango sub region; but also is abreast of legal developments because of having two serving advocates within FAPAD.

LASPs COLLABORATION

Key Membership Networks and Levels	Key Advocacy Issues	Major Achievements	Collaboration Challenges
Lira District Chain Coordination Committee (DCC – Lira)	Airing challenges of legal aid work and finding solutions	Proposed and adopted remedies to challenges faced during the implementation of legal aid work	Limited funding and unequal commitments from all DCC members slows down pace of realizing agreed way forward.
Legal Aid Service Providers Network (LASPNET)	Voicing member challenges	Strongly vocal on issues pertaining legal aid work among members	Limited number of meetings hence don't match arising issues
Northern Uganda Land Platform (NULP)	Customary land titling issues	Championing the awareness on customary land tenure systems and issues arising	Quarterly meetings are not sufficient to tackle all land matters arising
Northern Uganda NGO Forum	Coordination and recognition of development efforts rendered to the region	Documenting work done and attaining certification from the concerned authorities	
Lira District NGO Forum	Coordination and recognition of development efforts rendered to the district	Documenting work done and attaining certification from the concerned authorities	Coordination and recognition of development efforts rendered to the region
National NGO Forum	Coordination and involvement in	Ably participated in the black Monday	Face political pressure that affects

	national NGO advocacy and issues meetings	protest campaign against embezzlement of public funds	ground work implementation in activities not related to advocacy
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BEST PRACTICES

As a best practice, FAPAD strongly recommends community mediation as an Alternative Dispute Resolution (ADR) mechanism to civil issues. It is however hard to count one successful until agreements or matters have court approval and agreed issues filed at court level.

RECOMMENDATIONS

Although challenges are internal to the organization, LASPNET should endeavor to intervene per organization according to need as opposed to general trainings that might not fully address the issue at hand.

2. Kamuli Community Based Paralegals Association (KCOBPA)

Organizational Structure

The AGM is the highest organ of KCOBPA comprised of 100 Community Based Paralegals. The association driven by a 5 member committee headed by the Chairperson assisted by the Vice Chairperson; followed by the Secretary, the Treasurer and 2 committee members. These are assisted by 13 Sub County representatives and 15 parish Focal persons that all form part of the strong 100 community paralegal membership to KCOBPA.

The association started with 2 Sub Counties in 2010 but now covers whole district and has 13 Sub county representatives to date.

Mandate

KCOBPA evolved from a project under PLAN International that looked to challenge the HIV/AIDS stigmatization by training paralegal volunteers to challenge HIV/AIDS stigmatization, property grabbing, inheritance issues and discrimination of people living with HIV as an act against human rights and the law protecting people living with HIV and AIDS. The training was undertaken by FIDA Uganda in 2005, and implementation of the Legal Aid Project was directly subcontracted by PLAN to FIDA between 2005 and 2009. With the project ending in 2009, KCOBPA was formerly instituted to continue offering legal aid services in form of contracted work from NGOs, Government Programmes and any other partners that may need the organization services. KCOBPA has streamlined the following areas of expertise from which clients in need of their services can pick from;

- Awareness on Inheritance Rights
- Settling Community and Family Land Disputes

- Community Education on Child Abuse and Neglect (Child Protection)
- Awareness raising on Domestic Violence and Gender Based Violence
- Offering Counseling and Guidance
- Community Awareness and Dialogue on Dispute Resolution
- Alternative Dispute Resolution (ADR) including referrals from Police and Courts of Law

Currently, KCOBPA is an independent paralegal association hiring out services on need basis. The association is still strategically inked to FIDA for court referrals and court arbitration issues beyond the organizations' ADR mechanisms.

Legal Mandate

KCOBPA is registered at District as an association and is a paid up member of LASPNET. It is well grounded in the community because all members of the association were initially vetted and selected by community members to represent them in the initial project under PLAN International. The association members are widely recognized by all leaders from community level to district level.

Service Model

The organization employs a bottom top approach to work where plaintiffs come directly to the office or approach the community based volunteers directly who later make referrals to KCOBPA. Community is engaged directly and an open door policy is emphasized to make it easy for community to bring forward their issues for ADR, and requests for awareness raising.

Internal strength

The organization boasts of strong commitment to voluntarism that has kept all originally trained volunteers in the organization for the past 10 years. The love and zeal for the work they do in communities further earns KCOBPA recognition and respect from all community members.

KCOBPA has over 100 trained community paralegals with valuable skills in Alternative Dispute Resolution mechanisms and Court procedures. At the time of their training under FIDA in 2005, every community volunteer undertook field placements in courts of law, police family protection units and in prisons all over Kamuli District. This rich experience and networks developed since 2005 have been safely protected and continue to be nourished for the quick implementation of projects as they come.

The organization has managed to maintain an Office address and premise minus the irregular flow of work from which the organization gets resources to run the office premises. The current office premise has been in KCOBPA use for the last 7 consecutive years.

Community presence is another strong factor internal to KCOBPA. Although the coordination office is urban based, KCOBPA is strongly rooted in the community where the volunteers originate from. The volunteers were selected by community members in 2005 to represent them and get trained by FIDA; and have since been active at helping community

understand rights issues and solve civil matters before they are taken to costly court procedures.

Internal Weaknesses

The office has limited Management Information System equipment like computer, cameras for evidence reporting and printer. Most information is generated and stored in hand written hard copy format that is vulnerable to fires, pests and liquids.

KCOBPA does not have a funder to facilitate them undertake serious programmes in the community. Organization finances are only raised from unreliable funding that is only project based. It is only when they are sub contracted work that any hope of funds begins to appear.

Because of scarce work/project opportunities, there are usually disagreements on selection of which particular Community Paralegal to be selected for a specific assignment. This is because each of the 100 community paralegals wishes to be part of the team to undertake any assignment for income generation reasons. This scenario is complicated by the wide geographical distribution of the community paralegal volunteers where at time the distance from where the project is to be implemented works against an individual and favors one that had been given a previous assignment.

Office stationary is very scarce making some documentation to go undone. This denies future users an opportunity where such information could be retrieved for reference.

Although KCOBPA boasts of a strong 100 plus membership, in real circumstances; it is impossible for the organization to replace a member because KCOBPA does not train paralegals. This leaves the survival of the organization to the survival of current trained volunteers, and the hope that they stay in the community without migrating to other areas.

Opportunities

There is a good opportunity for KCOBPA as an organization to exploit the unutilized skills in “will writing” as a solution to land wrangles in Kamuli communities. Most land and property inheritance wrangles are brought about by the lack of a written will from the deceased; yet the very volunteers that offer ADR over such issues are trained trainers in will writing. A project birthed along this line can go a long way in dealing with the root cause of land wrangles and inheritance battles

There is a very strong collaboration and supportive Police Probation and Family Protection Unit that could be exploited to undertake any legal aid project that needs the support of the Police Institution.

Threats

The key threat to operations of KCOBPA so far has been political interference in ADR mechanisms and rights education activities undertaken by the organization. Some land wrangles and property inheritance issues are aggravated by politicians with interests or supporting factions in the dispute for political benefit. When affected persons are informed of their rights, some politicians feel their powers have been tampered with.

Institutional strategies, policies

KCOBPA's key policy and guideline document is the Organization's constitution that stipulates the purpose of forming the organization; the criteria of membership and the roles of members and the respective positions. Aside from the constitution, members are guided by mutually agreed procedural guidelines that are unwritten but binding on the behavior of a particular staff.

KCOBPA does not have pre-determined work plans, organizational strategy or action plan. Work plans are developed for specific assignments awarded. Some work plans are developed at the beginning of the year but remain dormant due to lack of funding. Reporting is similarly done according to the clients' preference; for which in most times it is the client they have to report to. However, community paralegals document cases and make bottom top referrals; and such case reports are filed at the Organization offices. Community paralegals are mandated to report monthly in writing and all reports are consolidated at the organization level; from which a presentation is made annually to the general assembly of all members. Reports have mostly been shared with clients like probation office, PLAN international Uganda and UWONET. KCOBPA makes presentations at quarterly community and district level meetings under PLAN International – Uganda.

Equipment

The organization has one desktop and a printer that are currently, and for a long time been non functional. They do not have office landline, no travel equipment, hardly any stationary to use in office; and members rely on their own personal equipment to facilitate travel, communication and report writing. The office has two desks, about 5 office chairs and 2 benches at the single roomed office premise on the entry of Kamuli Town.

TRAINING NEEDS ASSESSMENT

Key Skills Gaps

- One of the key skills gap at KCOBPA is quality report writing; taking into consideration the ability to translate from local languages to acceptable report standards that can be shared with district partners. This ability is with probably only one member of the association. Report writing is entirely outsourced.

Key Skills Requirements

Immediate:

- Training in court procedures
- Refresher training and updates on child protection issues
- Training in proposal writing, report writing and pictorial reporting
- Training in pre-trial services and procedures
- Refresher training in Alternative Dispute Resolution Mechanisms (ADR)
- Public interest litigation training
- M&E and Financial reporting
- Updates and training on laws and policies like the Land Act

It is hoped that these trainings will improve the quality and frequency of reporting; and widen the scope of services that KCOBPA offers. Most importantly, the organization hopes to raise some significant funding from proposals and widened services to operate fully as an active association or NGO.

Long term:

- In the long term, KCOBPA members hope to undertake certified trainings that enable them to do court representations, interpretation and dissemination of the laws of Uganda; and to operate an training institution in mediation issues and health laws and rights.

Training Methods and Venue

Workshops were considered the best method to receive trainings. Field placements in related institutions for a period not exceeding one month will enable members put to practice what was trained.

Funding for Staff Training

All trainings should be fully funded by the support agency like LASPNET, development agencies and the government. All trainings should be undertaken in Kamuli and preferably non residential to allow members to keep in touch with family responsibilities.

Collaborations

LASPNET- Participated in legal open week campaign since 2011. KCOBPA participated in the open week legal campaign in Mbarara District in 2011 and in Kamuli in 2013. The organization is also active in LASPNET annual general meetings.

Kamuli District NGO Forum – KCOBPA is strongly vocal and is seen as an authority on ADR. The organization does not have any local competition in legal aid service matters especially alternative dispute resolution since all participating NGOs contract such obligations to them as the only players.

Successes

KCOBPA as an authority on civil matters that have to be resolved under ADR mechanisms boasts of an excellent track record, where all resolved matters have been laid to rest without further appeal since 2010. Only one case was appealed in 2013, and further referred back to KCOBPA to be resolved. Such a record is held by few organizations including the well established players in the country today.

Recommendations

There is need for LASPNET support to KCOBPA to undertake refresher community awareness on legal aid matters across the entire mandate list; in old and new Sub Counties under the organization coverage.

3. AHURIO

Association of Human Rights Organizations (AHURIO) is a network organization working in seven different districts under pre-trial cluster. It was founded in 2001 and focuses on;

- Advocacy for Human Rights
- Paralegal services to the indigent in Katojo Prison

The organization is present in seven districts including; Kamwengye, Kabarole, Bundibujjo, Kasese, Kyenjojo, Kyegegwa and Ntoroko District.

The association works with 153 community based paralegals/human rights defenders with 53 based in Kabarole alone and 100 distributed in the districts of Kasese, Kamwengye and Kyenjojo respectively.

Member Organizations include;

- Kabarole Research and Resource Centre (KRC)
- Rwenzori Forum for Peace and Justice (RFPJ)
- Youth and Women Empowerment (YAWE)
- Literacy and Empowerment (L&E)
- Good Hope Foundation for Rural Development (GHFRD)
- Katwe Women Tukole
- Parents Concern for Young people
- Development Foundation for Rural Areas (DEFORA)
- Kaguma Child Based Association (KABCA)
- Rights and Democracy Link Africa (RIDE AFRICA)
- Rwenzori Regional Framework Governance Cluster

Organizational Structure

The General Assembly is the highest organ of the association. The Assembly is assisted by a Board that coordinates the work of the Secretariat. The Board sits quarterly and at times more depending on need. However the Board is not very independent because some members come from member organizations; hence tend to make biased decisions. The secretariat is headed by a Coordinator assisted by 2 Programme Officers, an Accountant and a Legal officer. The Secretariat has a small staff population and works closely with member organizations and partners to have work implemented. AHURIO works closely with Justice Centre for referrals. The Legal Officer is supported by 2 paralegals and an advocacy officer.

The association employs a common reporting approach where organizations report to each other's organization depending on the activity they have undertaken jointly.

Key Strength

The Network aspect gives AHURIO a broader mandate, strength and funding. KRC has funded some programmes, where as other organizations like Rwenzori Forum for Peace and Justice Sub grant activities to AHURIO.

There is open sharing of resources like internet since most member organizations are housed under one roof.

AHURIO is the one of the two only organizations in the region working with paralegals to offer Legal Aid services, hence a strong, grounded and point of contact association when it comes to legal aid services in mid western Uganda.

AHURIO also boasts of strong membership to national and regional organizations like LASPNET; Coalition Against Torture (CAT) Uganda; member of the Regional Governance Cluster under Rwenzori Region; active with UNHCR and UCRNN especially involved in writing the alternative report for the United Nations on Child Rights; and also members of HURINET; Rwenzori Forum for Peace and Justice among others.

WEAKNESSES

Even though AHURIO has a strong membership, the Secretariat is still under funded to perform fully its functions and implement set work plans. The finance flow is irregular and makes meeting targets and timelines an uphill task.

AHURIO is not yet effective in building capacity of member associations. Internal capacity to support some member associations for specific capacity areas is lacking; a good number of member organizations are way stronger than the association itself; making the association inferior to provide a capacity service to them.

Constant downsizing of staff due to funding shortages makes AHURIO a rather passive network since required tasks cannot be performed due to lack of staff.

THREATS

AHURIO is rather well placed on the ground in Western Region and is usually a conduit of mobilizations and activity coordination for National Organizations and others based out of the region. However, bigger organization tend to take AHURIO for a ride, exploiting the network for mobilization and garnering reports but do not actually channel funds and work to AHURIO as was laid out at planning and proposal level.

The shift from direct Donor funding to the now preferred basket funding under the Legal Aid Basket fund – DGF; has made access to resources very competitive. This has greatly squeezed funds attained from the entity and threatens the availability of funds in the future.

Unfriendly laws and policies put in place by the government of Uganda that are limiting space for citizen participation in the governance processes in the region for instance the enactment of the Public Order and Management Act, 2013²¹. To limit the effects of the unfriendly laws and policies on civic participation in governance processes is through organizing dialogue meetings and citizen's platforms to create space for civic engagement.

²¹ Public Order Management Act, 2013 Uganda

<http://www.ulii.org/files/PUBLIC%20ORDER%20MANAGEMENT%20ACT.pdf>

Ethnic conflicts and divisions in the Rwenzori Region based on tribes which have led to politicization and ethnicisation of human rights work especially among the protagonist's tribes in the region. AHURIO has played her part in limiting the effects of ethnic conflicts through dialogues and trainings in alternative peaceful resolution.

INTERNAL POLICIES

The association has set a number of policy guidelines that govern the day to day operations of AHURIO. These policies were initially crafted for the traditional membership setting; and now need to be adjusted to fit non member partner implementation network. Existing policies include the;

- Constitution;
- Strategic plan;
- Human Rights policy;
- General policy;
- Financial policy; and
- Volunteer policy

EQUIPMENT

Although the association struggles with funding, it has fairly retained and preserved the assets and equipments it attained at the peak of the funding flows. These help to run the day to day activities of the association although most of them are in old shape and would need replacement or regular costly service. Available equipments include;

- 1 Motor cycle
- 1 4x4 pickup (Ford Ranger)
- 3 Desk tops
- 23 Para-legal jackets
- 6 chairs and 4 tables
- Reference books
- Internet Dongle – Africell

Funding

Only 40% of plans achieved due to resource issues. Actual versus budgeted has stagnated at 40% or below.

OPERATIONAL ENVIRONMENT

To AHURIO, the NGO Bill is more a harassment of activism and limits space for advocacy.

The Public Order Management Bill is implemented more strongly and harshly upcountry than is fairly done in the central (Kampala). There is limited press coverage and international eye to oversee its implementation upcountry hence makes upcountry NGOs to operate in a riskier policy implementation environment than those located in the city.

AHURIO faces challenges operating in an environment of two traditional kingdoms (Batoro, Bakonjo and Bamba Kingdoms) all having authority on the ethnic tribes ascribing to them but very scattered in all the regions lands; and further having unclear land boundaries. This has further aggravated land conflicts plus issues of land boundaries and properties. As new kingdoms get created without proper border demarcation and sharing of resources; some kingdoms already had properties in newly created ones. This is becoming a source of tensions and is hindering the full support AHURIO would get from traditional leaders in dealing with social injustices in the 7 districts of operation.

Civil matters in Ntoroko district quickly transform from civil to criminal nature amid ADR process as women in Ntoroko have made it a common practice to get rid of their husbands by any means possible so as to have full control of resources (Land). Among the Bakiga community, there are increased cases of wives murdering husbands for control of land and the profits emanating from the activities on the land. In Kamwengye; murder practices are common among women of Bakiga community (control of resources)

COLLABORATIONS

Key Membership Networks and Levels	Key Advocacy Issues	Major Achievements	Collaboration Challenges
Kabarole Research Centre (KRC)	Human rights and Peace	Field research on peace issues and human rights	Ethnicization of Human Rights initiatives erodes progress
Legal Aid Service Providers Network (LASPNET)	Referral point for research, emergency response mechanisms to legal aid services; and coordination of LASPNET activities in the region	Board member Western region pre-trial cluster where Para- legal work is paramount	
Coalition Against Torture (CAT)	Torture Advocacy	Advocating against torture	Funding constraints
United Nations Commission for Human Rights	Emergence cases for Human Rights violations	Reporting cases and undertaking capacity building trainings in human rights issues	

Uganda Child Rights NGO Network (UCRNN)	Initiating the alternative report on Child Rights in Uganda	Participating in the writing of the 1 st issue of the Alternative Report to the UN on state of Child Rights in Uganda	
District Chain Link Committees	Land rights	Ably debated and guided land committee on arising issues	Undefined kingdom boundaries affect implementation of committee decisions
Human Rights Centre	Human rights defenders referral pathway	Supporting coordinating access to redress for human rights abuses and violations	

BEST PRACTICES

AHURIO considers and recommends that working through community paralegals, Human Rights defenders, and para-social workers is the best approach to legal aid service work because it doesn't need a lot of resources. Many areas can be reached using locally available resources.

RECOMMENDATIONS

Build evidence based research with effective participation of association members. The research reports will command a greater adoption that comes with improved funding for suggested areas of further research.

Independent fundraising is time consuming and realizes limited funds. It is therefore imperative that joint fundraisings be embarked upon and therefore joint projects can be undertaken hence reducing the cost of doing business.

Legal issues are constantly evolving hence need continuous and up to date capacity building for legal issues. Every association/organization should commit a staff to handle capacity building.

Legal Aid needs to be offered in the context of area and the dynamics, not the minimal qualification as the Legal Aid (draft) Policy seems to suggest.

4. WORLD VOICES UGANDA

WVU was started in 2004 and became fully operational in 2005. The highest organ in the organization is the Board, to whom the Executive Director (ED) answers to. Under the ED are the Director Programmes and the Director Finance who have a set of teams each to oversee. Under programmes; there are 3 Project Officers of whom 1 is a Legal Aid Officer (University Graduate in Human Rights). The project officers are supported by 2 volunteer interns who are graduates of Humanities. The programmes team is further supported by 32 Community Based Human Rights Defenders distributed evenly in the 16 Sub Counties covered by the programme. The Finance Director is assisted by an Office Administrator, an Accounts Assistant and an Office Messenger as well as an Office Cleaner. Recruitment drive is by Radio announcements and advertisements in local news papers.

WVU mandate covers;

- i) Legal Aid service for women, children, indigent prisoners; and tackles issues ranging from land disputes, domestic violence, child neglect and defilement, and delayed justice for prisoners on remand.
- j) Research on human rights abuses in the whole of Kibaale, and a keen interest on land grabbing issues.
- k) Natural resource protection (intervention and advocacy)
- l) Good governance

WVU operation area is open to the whole country; but mainly concentrated in Kibaale and serve clients from the Diaspora. The location of Kibaale was chosen strategically because of the voiceless community around it that comprises mainly of immigrant communities from populated areas of Uganda, refugee influx and the native peoples that lived as minority forest communities for a long time. The motto of the organization hence goes “Voice for the voiceless” as a profound answer to the needs of the community.

KEY STRENGTHS

WVU has matured into a strong organization with credible presence on ground and a grown staff capacity to handle many cases. WVU started with an average 5 cases a month and has grown to handle currently an average 100 cases per month.

The organization further enjoys a constructive good working relationship with police, judicially, DCC and the office of the RDC on all matters where support is sought. World Voices Uganda currently heads the land committee of the District Chain Link Committee as an authority on land matters.

WVU also boasts of excellent working relationship with prisons as they champion advocacy for over served remand cases like murder under the rights for prisoners.

AREA OF WEAKNESS

Cognizant of the many cases dealt with per week, WVU is still understaffed in the Legal Aid Service department. The cases are very many; coming from hard to reach areas and widely scattered geographical positions hence need a readily available team of legal personnel to deal with them promptly.

There is a poor feedback mechanism from assisted persons making it very difficult to track progress of cases and sometimes might cause pre-mature reporting of results.

OPPORTUNITIES

Currently, legal rights awareness and access to justice is only operational in 8 sub counties; yet the need for knowledge and access to justice is paramount in the whole region. There is therefore room for expansion of coverage especially due to the fact that there are no other organizations in the area performing similar functions as World Voices Uganda.

Another eminent opportunity is the partnership with a printing house to publish the translated Runyakitara version of the Constitution of the Republic of Uganda; upon approval of government. WVU has successfully translated and aired on Radio the Constitution of the Republic of Uganda and has aired programmes on Radio every Thursday of the week from 7pm (EAT)

EXTERNAL THREATS

The organization's biggest threat so far has been the politicians who are against environmental protection guidelines because of vested interests in natural resource exploitation. The same categories of affluent politicians and leaders are not very comfortable with the interpretation of the constitution since it makes the public aware of their rights and further strengthens governance efforts that check and question the powers that be.

WVU POLICIES

The organization is guided by a number of policies namely;

- Human Rights policy
- Procurement
- Constitution
- Oath of secrecy
- Transport policy

EQUIPMENT

WVU has 2 motorcycles that assist with transportation of staff as they undertake different project functions. The organization has 4 Desktop Computers and 3 Laptops, a public helpline, office landline, internet and a networked printer; and a set of the blue and red statutory instruments of the laws of Uganda.

EXTENT OF ACHIEVING TARGETS

According to the Programmes Director WVU, the project targets have been achieved to satisfaction. The Radio Talk Show project is perceived to be achieved 100%; support to prisons and police units also rated at 100% full achievement, Community sensitizations at 100%; and justice awareness programmes at an estimate 87%.

Funding Level

Funding for Legal Aid Service has mainly been from the Independent Development Fund (IDF). Previous funding was to a tune of UGX 197 million and ended in July 2015; and has now been renewed for another one year to a tune of UGX 160 million commensurate with the planned activities. It can be concluded therefore that funding for legal aid services at WVU is 100% covered to the effect of the current work plan targets. The implementation however is affected by inflation especially the cost of transport (public means) and fuel for the motorcycles. This slight inflation effect however can be absorbed within the budget.

OPERATING ENVIRONMENT

To WVU, the policy/regulatory operating environment is generally supportive with no particular policy or development perceived to work against them. Particular praise is accorded to the proposed draft Legal Aid Policy that stipulates criteria for legal aid service provision; which will greatly help to rule out quack or bush lawyers. Such quack lawyers exploit innocent people by posing as legal aid service providers and extorting money on all possible fronts including drafting agreements and wills for them.

On the social cultural frontier, because women are denied property ownership rights and control of resources accruing from sale of agricultural produce for which they contributed fully the required labor; domestic violence is on the rise with repetitive cases that had been dealt with before. This makes WVU to spend resources on individuals and communities that would have otherwise graduated and resources spent on virgin areas. In the same line, women contribute resources financially to acquire land with their spouses and are made signatories to land purchase agreements; but are later denied access as males dominate the control of land to the extent of disposing it off without the consent of the female spouse as had been at buying stage. This has also made land wrangles recurrent in the case statistics hence derailing achievements reported before.

On the technology frontier, WVU has attempted to exploit every advantage possible in making technology work for the organization. The WVU staff have adopted **Whatsapp** enabled telephone lines and use them to communicate easily among each other, and also share them with community members to extend quick and cheap communication on matters arising. The organization also has an active website that is hosted and maintained in Kampala.

TRAINING NEEDS ASSESSMENT

Key Skills Gaps

- There is difficulty in case management due to limited knowledge regarding legal documentation. Junior staff in the legal aid department have not been fully exposed to comprehensive legal work implementation.

Key Skills Requirements

Immediate:

- Training in case management
- Training in human rights advocacy
- Financial management training
- Training in M&E and qualitative reporting

The trainings will improve staff confidence in case management, court procedures and other legal aid work issues around dealing with different cases that need differing approaches.

Long term:

- Field findings indicated that it is imperative for staff to train in psycho-social support; a need that arises on case basis. A certificate in administrative law will go a long way in helping staff understand how local government and other public office operate, and how best to deal with them to achieve intended results. Added to these is certified training in human rights advocacy and project management.

Training Methods and Venue

Workshops and short courses lectured at the awarding institution are convenient for WVU staff.

Funding for Staff Training

All trainings should be fully funded by the hiring entity, whereas some can be freely provided by LASPNET as part of capacity building efforts for its members.

COLLABORATION

Key Membership and Networks Levels	Key Advocacy Issues	Major Achievements	Collaboration Challenges
Kibaale Civil Society Network	Peace Consultants	Field research on peace issues and human rights	
Kibaale District Technical Planning Committee	Bottom – top budget advocacy	Grassroots budgeting and protection of grassroots ideas on budget vote allocation and prioritization	
LASPNET	Membership issues	Served as Board Member	

District Chain Link Committee	Land Rights	WVU Heads the Land Committee	
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BEST PRACTICE

According to WVU experience; Legal Aid Service is not necessarily about court representation for the indigent. People can be trained to represent themselves on some matters where the courts do not strictly request a legal representation. WVU has trained over 50 people to represent themselves in court and has been undertaken successfully.

Good working relations are paramount to the future of Legal Aid Services irrespective of region of operation. Because of the good work relations between WVU and the Judiciary, a resolution was passed in 2015 recommending WVU as a partner of choice to the Judiciary in handling legal aid issues. To that effect, WVU Legal person was selected as the official choice to communicate court resolutions to the Registrar who is stationed in Masindi.

Key Achievements

The Legal Team at WVU has successfully completed the translation and interpretation of the Constitution of the Republic of Uganda on live Radio Talk shows in Runyakitara language. This is a unique achievement given the scarce human resources and limited financing that the organization grapples with.

With limited resources, WVU has successfully managed to supply the Police units with copies of Form 7 and Form 8; as well as copies of bond application forms that are usually asked of plaintiffs and defendants to photocopy yet the photocopy services are not readily available in the town. This has made work lighter and life easier for those seeking services from the Police.

WVU lobbied for changing of the court interpreter from a Musoga to a Munyoro 2014; and helped iron out issues of misinterpretation of communication between a defendant of plaintiff and a sitting Magistrate or lawyer who might not understand the local dialect.

Good working relationship is vital to success in Legal Aid work. As a result of the excellent working relationship with the courts, a resolution (in 2015) was passed for Judiciary to give full support WVU in legal aid services provision. In addition, the task of communicating court resolutions to the registrar sitting in Masindi was passed on to WVU for the entire Kibaale.

Recommendations

LASPNET needs to be more active in supporting capacity building of member organizations. The last LASPNET training undertaken for WVU was in 2013 focusing on Small Claims Procedure.

The Network Secretariat should institute a tracking desk to focus on changes in court practices and regulatory environment; acquire the new documents and circulate them accordingly while undertaking capacity building on specific matters.

LASPNET should make it a policy to regularly visit members at least twice a year to capture any arising concerns.

There are gaps on legal service for the health sector; hence eminent for LASPNET to organize resources and build capacity of members on health laws.

5. JURIA Kitgum

Justice & Rights Associates (JURIA) was formed in 2004, as a consultancy firm by professional lawyers, to contribute to the promotion to human rights, respect rule of law and access to justice for indigent persons especially in Northern Uganda. It evolved into a Non Governmental Organization in 2007, and moved to Kitgum district as its headquarters. It currently operates in Kitgum, Lamwo, Pader and Agago districts in Northern Uganda.

In 2009, the organization got registered with the Law Council of the Ministry of Justice in Uganda as a legal aid service provider. With this certificate which is renewed on an annual basis, the organization provides legal aid service by offering legal advice to, training of and court representation of indigent persons. **JURIA's mission** is to affect policy and legislative reform and enhance access to justice for all, through education, legal aid, advocacy, research and collaborative engagements with like minded partners

JURIA's legal aid mandate focuses on serving the indigent on Land Conflicts, Child Criminals, Inheritance Issues, Sexual Reproductive Rights and Maternal Health. On a broader perspective, JURIA focuses on;

- Legal Aid Services;
- Human Rights;
- Peace Building;
- Advocacy; and
- Conflict Management.

Structure

The Organization's strongest organ is the AGM that oversees the Board. The board is currently 4 people (from originally 6), but not very technical to guide the strategic operations of the organization. In some cases, the Executive Director is the one to guide the Board; which makes the Board ceremonial to some extent. The board ideally is meant to provide counsel and direction to the Secretariat that is headed by an Executive Director. Below the ED is a Programmes Manager (Advocate) and a Project Advocate. The Project Advocate directly supervises the work of a Legal Research Assistant and 2 volunteers.

Service Model

JURIA employs an open door approach to work; and hence operates a Walk-In service model for clients. JURIA takes on referrals from courts and other NGOs, as well as operating mobile clinics for ADR. The organization also handles clients at individual level. These approaches are supplemented by Radio programs (depending on funds) that attract indigent clients to JURIA for support.

Key strengths

JURIA boasts of a relatively strong team of advocates with a long experience in legal service, understanding of the laws of Uganda as well as seasoned experience in court representation.

Because of the Open-door policy, JURIA has developed excellent client working relationship that builds its public relations pillar and also works to market JURIA as a legal aid service provider of choice; but also as private advocates of choice for affluent clients.

JURIA also has a stronghold on national recognition for contributing to issues from grassroots to national level. JURIA has been greatly involved in contributing to the drafting of the National Legal Aid Policy; JURIA is an active member of LASPNET (former Northern Uganda Coordinator), and is an elected member of Uganda Law Society.

Weaknesses

JURIA's main weakness is the lack of regular and high figure funding for legal aid work. This leaves many clients not served and many areas unreached; as well as cases that cannot be argued further in higher courts due to funding implications.

Because of the high cost of employing and retaining qualified legal staff, JURIA has had to work with a limited number of legal brains hence straining their input to realizing the legal aid mandate. It would be logical to have one staff completely focused on ADR and another on court representation.

Threats

JURIA's biggest threat to legal aid service is the irregular funding coupled with underfunding that makes implementation very challenging. The need for legal aid is so eminent in a region where social and family systems have broken down, rule of law is weak due to the post conflict era, human rights abuses are common across all age groups; and poverty is a key characteristic among rural and urban communities. To address the legal injustices that come along with such challenges, there is need for more resources to hire, retain and facilitate legal teams to serve the indigent population.

JURIA like any other NGO is subject to renewal of operating license every 3 years after fulfilling certain conditions. For long term planning, the practice is risky as the approving authority can find any reason not to renew one's license hence keeps the NGO continuity to fate beyond their control.

The NGO Act further proposes government organs to take a deep look in to the financial and technical operations of NGOs, a recommendation that exposes the organization's survival to offices and organs that NGOs target for advocacy appeals, accountability and governance programmes. Public offices are more associated with corruption and demand for kick-backs before getting things done; a vice that NGOs exist to challenge. The NGO Act exposes the operations of NGOs to the predatory tendencies of public offices.

Funding

Donors funding is generally irregular, but JURIA has in the past and currently enjoyed funding from Fund for Global Human Rights, Legal Aid Basket Fund (DANIDA), Open Society Fund (OSF), and Open Society Initiative for East Africa (OSIEA) particular to

Maternal Health Rights. According to JURIA, legal aid service funding has averaged on 70% between planned and actual commitments.

JURIA currently operates on a 3 year strategic plan running from 2014 to 2016.

Policies

JURIA is mainly guided by two comprehensive policy documents that stipulate how JURIA staff undertake their day to day businesses. The first one is the Employment policy that lays out the work ethic standards, expectations, behavior practices, complaint channels, reporting hierarchy, and all other particulars pertaining to staff welfare. The Financial Policy gives guidelines relating to finance, assets, transport, cash management and all related internal controls to ensure a financially sound office operation. The two policies are greatly supplemented by the laws and regulations guiding private legal practice; as well as guidelines for legal aid service provision.

Equipment

The JURIA Office is equipped with a large volume networked printer with an in-built scanner and photocopier and fax. Among other key assets is a colour printer, a standby generator, a camcorder, an overhead projector and 2 office laptops. The office uses mobile internet services and has 3 internet dongles shared by all office users to access internet.

Operational Environment

The NGO Act that proposes government organs to take a deep look in to the financial and technical operations of NGOs, was singularly identified by JURIA as the key hindrance in the operational environment. The Act places the organization in direct confrontation with offices and organs that NGOs target for advocacy appeals, accountability and governance programmes. Other than the NGO Act, other policy developments, technological advancements and economic factors have not in any way worked against JURIA and therefore are not seen to worry them.

COLLABORATION

Key Membership Networks and Levels	Key Advocacy Issues	Major Achievements	Collaboration Challenges
Uganda Law Society	Issues pertaining to legal practice and related standards in Uganda.	Referrals for practice; and undertaking joint projects	None
East Africa Law Society	Issues pertaining to legal practice and related standards in East Africa.	Referrals for practice; and undertaking joint projects	
LASPNET	Membership issues	Served as Board Member	
District Chain Link Committee	Emphasizing justice for the indigent	Active member and point of reference for	

		legal aid service	
Coalition on Sexual and Maternal Health Rights	Understanding and appreciating health rights	Providing the coalition with statistics on sexual and maternal health issues	

Successes

JURIA has a record of Legal Aid Services in Kitgum, and is the former chair LASPNET in Northern Uganda.

JURIA piloted Human Rights education in schools and has the ability to develop a Human Rights curriculum for schools.

Because of legal aid service to prisoners on remand, JURIA has played a key role in decongesting prisons by ensuring justice is served.

Best Practice

Networking is one of the approaches that have done the magic in legal aid work. JURIA strongly believes in working as a network for referrals, recommendations, implementation and joint projects among other benefits.

From experience, JURIA recommends that it is always a best practice to have professionals do the work. The team at JURIA is mainly composed of trained legal advocates who set out to do the work and accomplish with limited supervision. Legal aid service deals with the law, understanding and interpreting it to the indigent without altering the meaning. This calls for some level of qualification and experience.

Alternative Dispute Resolution (ADR) mechanisms are the best approach to civil cases and have long lasting impacts with limited or no monetary costs associated.

Recommendations

LASPNET should source for and make referrals to member organizations for projects and legal aid service work. LASPNET can further undertake fundraising activities on behalf of members so as to realize the much needed but scarce project funding for legal aid services.

6. Teso Legal Aid Project (TLAP)

Teso Legal Aid Project (TLAP) is a member organization that brings together 3 major partners in the region namely;

- i) Teso Religious Leaders Efforts for Peace and Reconciliation;
- ii) Soroti Catholic Diosece Justice and Peace Commission; and
- iii) Teso Anti Corruption Coalition.

TLAP was founded in 2009. TLAP Secretariat is headed by a general assembly (AGM) that is composed of 13 selected members who form the highest organ of accountability. The Secretariat is headed by a Project Manager assisted by 2 Legal Officers (law graduates) and a Legal Assistant (law diploma). As a Secretariat, there is limited or no funding available for the secretariat to engage in work plan development or strategic plan development. As a matter of fact, there is no TLAP staff that receives a salary from TLAP. TLAP is more like an avenue for receiving short term work (project referrals) from key partners for the individuals within to implement. That is the only source of income that is shared according to the roles one plays in implementing particular work; and also depends on how much the client is willing to pay for the assignment.

TLAP mandate therefore focuses on;

- i) Legal Education
- ii) Legal advice (No legal representation)
- iii) Referrals to different stakeholders
- iv) Advocacy especially local advocacy on trial process, long detention, land issues and process involved
- v) Alternative Dispute Resolution on case by case basis

Service Model

TLAP employs a Walk-in client approach and relies mostly on referrals from partner organizations.

Key strengths

TLAP maintains excellent relations with key partners, a strategy that has ensured organization survival by receiving short term work, hosting of office premises and using the associated office equipments and utilities.

Opportunities

Because of the membership to LASPNET and partnerships with organizations on ground, TLAP stands a chance of undertaking joint resource mobilization engagements for long term projects that can ensure the full employment and remuneration of staff. TLAP is open and

willing to undertake joint projects, and hence positions itself as a full willed partner of choice should opportunity arise.

Weaknesses

- There are no resource mobilization strategies, and available staff have limited skills in resource mobilization. Because TLAP staff are not salaried at the secretariat, there is no motivation for one to be concerned and involved in resource mobilization hence relying on short term jobs as they appear.
- TLAP runs on ad hoc work plans developed for specific activities that individuals engage in.

Threats

The survival of any organization depends on being able to find funding to implement the mandates and mission against which they were formed. Because of the lack of funding; TLAP stands a great risk of being nonexistent at any given time.

Recruitment

TLAP employees work on a special contract which is a loose relationship between an individual and TLAP. It is a walk in and out arrangement and appearance at office is on individual need or basis as opposed to mandatory work requirement.

Operational environment

TLAP is equally affected by the NGO Act that seeks to have an in-depth control of the operations of NGOs.

Reporting

Reporting only happens when an activity is undertaken. Activity reports are shared with the client and a copy retained for reference purposes. TLAP no longer does internal periodic reporting as it used to do because of the lack of funds to implement internally generated work plans.

Organization policies

When TLAP was created in 2009, a Human Resource Policy and a Financial Policy were created to guide the operations and conduct of staff. However, these policies today remain on paper as references on need basis but can no longer affect an individual for non compliance.

COLLABORATION

Key Networks and Levels	Membership and	Key Issues	Advocacy	Major Achievements	Collaboration Challenges
Teso Land Association	Customary Rights	Customary land issues	land	Contributed to debates on the legal understanding of customary tenure	Involvement is limited due to the fundamental disagreements on the legal definition of customary tenure systems.
LASPNET		Membership issues			
District Chain Link Committee		Detention without trial Distinguishing civil and criminal aspects of land Reducing case backlog	without trial civil and criminal aspects of land case	Successfully advocated and influenced quick justice hence reducing case backlog	Lack funding for advocacy work

Equipments

Before TLAP was faced with funding challenges, it had secured a set of assets that they still use to date. These include;

- A set of laws of Uganda (blue and red);
- A Laptop; and
- Tables and cabinets

TLAP Office is hosted by the Public Affairs Centre

Best practice

TLAP testifies of wide networking with community based and grounded structures as the best approach to securing and implementing projects.

Success

TLAP boasts of undertaking Legal Education and Sensitization in the districts of Amuria, Katakwi and Soroti respectively.

Recommendation

TLAP should also strengthen coordination among members so as to exploit the potentials available in the network to the fullest potential.

TLAP recommends that LASPNET should improve National Level Advocacy to support structural and policy issues at local membership level.

7. Abantu For Development (AFOD)

AFOD has a vision of a world in which empowered women and men work together to address gender inequalities and promote transformational leadership and development for a just society. As a mission, AFOD exists to build the capacity of women to participate in decision-making at all levels, to influence policies from a gender perspective and to address inequalities and injustices in social relations.

AFOD organizational structure has the Annual General Assembly as the highest organ of the organization. It is comprised of average 100 members selected from the 5 districts of main AFOD operations namely: Kampala; Kanungu; Rukungiri; Kisoro and Kabale. Each district has 20 representatives that sit in the Annual General Assembly (AGM). AFOD is headed by an Executive Director (ED) who accounts to the AGM. The ED is assisted by a Programme Coordinator who oversees programme work and closely supervises finance and administration. Under programmes, the Programme Coordinator has 4 Programme Officers allocated to Kanungu, Rukungiri, Kisoro and Kabale respectively as the main districts of project implementation. Below the Programme Officers are 6 Project Officers undertaking field implementation of projects, assisted by 20 Volunteers (Community Based Trained Resource Persons) and student interns. These deal directly with the beneficiaries as the bottom of pyramid in the organizational structure. On the financial arm, the Programmes Coordinator is assisted by Finance and Administration Accountants and 2 Accounts Assistants. **Recruitment** in AFOD is by both media advertisements and head hunting.

AFOD's mandate focuses on;

- Orphans and Vulnerable Children (OVC) with emphasis on child rights protection issues;
- Environmental democracy with emphasis on environmental management and degradation control, and supporting environmental reforms and law;
- Peace and conflict resolution dialogue and advocacy (formerly member of civil social organizations for peace in Northern Uganda);
- Intellectual property and bio technology (mostly in Kampala); and
- Budget monitoring in service delivery units (Schools, Health Centres, Sub Counties and Districts)

To achieve this broad mandate, AFOD works in partnership with ACODE in areas of research and analysis of the local government score card project; as well as in outreaches and capacity building. AFOD is also involved in Electoral Process Monitoring in West, Central, and Mid-Northern Districts of Uganda but mainly dependant on Electoral Commission posting or the Coalition for Electoral Democracy allocation during election period.

Service Model

AFOD positions itself as an advocacy entity to engage policy makers, and empower citizens to demand accountability for service delivery. AFOD promotes direct community

engagement implementation model; but also undertakes with keen interest a desk review of policy issues on Environmental Regulations in order to seek for legal interpretation and later policy dissemination. To AFOD, Civic engagements are platforms for interactions between the citizens and their leaders. The presence of leaders at the meetings creates opportunity for an interface meeting.

Internal Strengths

AFOD is thorough in implementation of planned projects and this is greatly attributed to regular periodic institutional meetings (monthly and quarterly review meetings). The meetings help focus on work targets and tangible outputs and also double as M&E Internal assessments.

AFOD also has a strong periodic regular reporting culture where reports are filed and consolidated in general programme reports, partner reports and annual reports that are dully shared with all concerned stakeholders hence maintaining excellent working partnerships.

Internal skills development is a fundamental core practice at AFOD. There is deliberate effort to enhance skills internally by training all staff on research collection, data analysis, M&E; and policy analysis. AFOD has continuous refresher trainings on organization mandate, mission and objectives to keep staff focused.

Weaknesses

AFOD has challenges recruiting, training and retaining good human resources especially in legal aid matters. This makes the organization dependant on expensive outsourcing each time there is need for legal knowledge and expertise in the course of project implementation.

The organization is further struggling in the area of fundraising. There is limited internal capacity to undertake this function and achieve tangible results. There is no fundraising strategy in place to guide the scanty internal efforts to this cause.

At branch level, AFOD lacks convenient and infrastructure fit office premises (with piped water, telcom networks, IT equipments, Power options, full internet overage, meeting rooms etc.) that provide a conducive work environment. When added to the upcountry and remote location of branch offices; attracting quality human resource for long term employment is an uphill task.

Lack of organization owned transport equipment affects and limits engagements in field programmes since all transport logistics are procured externally.

There is a high cost of obtaining empirical evidence to use in meaningful advocacy. As a result, AFOD tends to rely on half baked evidence, that ends up challenged and not realizing intended advocacy outcomes.

Opportunities

In most areas of AFOD operations, there is a big unmet need in capacity building for local leaders. AFOD has a good chance to prepare project proposals and seek funding to cover the unmet need.

There are also opportunities to create work alliances on specific issues in community such as Gender Based Violence (GBV) and Environment management since there are other bigger NGOs and public bodies mandated implement programmes in these sectors but are overstretched and thin on ground due to personnel shortfalls.

The community support that the service model has garnered can be used to increase coverage and regularity of civic engagement meetings.

Threats

AFOD biggest threat so far has been related to advocacy initiatives; where constructive and engagement advocacy tends to bend to confrontational advocacy. This tarnishes the positive work relations between AFOD staff and advocacy targets; and further risks future engagements.

Funding

The Democratic Governance Facility (DGF) has remained the major funder. Legal Aid work has on average attained 40% funding for actual versus budgeted.

Internal Policies

AFOD is guided by a Human Resources Policy, a Financial and Administration Policy; and an OVC Protection and Engagement Guidelines.

LASPS COLLABORATION

Key Membership Networks and Levels	Key Advocacy Issues	Major Achievements	Collaboration Challenges
National NGO Forum	Attend management workshops	Contributing to decision making	
LASPNET	Membership issues and representing western Uganda on LASPNET	Ably voiced Western Uganda Member concerns on LASPNET Fora	
Publish what you pay – Uganda Chapter	Oil governance	Petitioned the Speaker of Ugandan 9 th Parliament on Oil Bill Added voices and publications in newsletters	
Civil Society Organizations for Peace in Northern Uganda	Conflict Resolution	Organized peace and conflict resolution seminars- active in Kony conflict arbitration at local	

		levels	
Citizen's Coalition for Electoral Democracy	Votability, election monitoring and voter education	Votability, election monitoring and voter education	

Reporting

Reporting is based on Annual work plans developed with targets for every project to meet. Staff are mandated to submit monthly reports and quarterly reports; which are consolidated overtime to produce individuals annual program reports. Reports shared with District Stakeholders and key departments like Environment and Natural Resources, as well as Health.

Equipment

As earlier mentioned as a weakness, AFOD offices are ill-equipped to offer a conducive work environment. At Branch offices, there is only a desktop computer per district and a mobile internet dongle.

Strategic Plan

AFOD has a draft strategic plan although it is not dully followed due to funding gaps. There is no general organization sustainability plan, but rather project specific sustainability plans are developed as sections of the project proposal and implementation plan.

Operational Environment

In regard to regulatory environment, the NGO Bill/Act has a clause on holding the Executive Director of any NGO to be responsible for any errors and omissions of specific individual staff in case they cannot be produced to account. In scenarios of death, disappearance or exit of a staff involved in any criminal offense in the name of the organization, the head is to pay the price yet cannot have full control of individual staff actions and decisions. This proposal makes organization heads (who are in most cases the founders vulnerable to any negative fate or consequences of an individual staff's actions.

Some government entities are negative towards governance projects and programmes hence hesitate to give full support and corporation.

TRAINING NEEDS ASSESSMENT

Key Skills Gaps

- At most AFOD offices, staff are challenged with monitoring and evaluation. There is limited internal capacity to undertake quality M & E, neither are their funds to institute an internal M&E team.

Key Skills Requirements

Immediate:

- Research and data analysis
- How to undertake action advocacy and community outreaches
- M & E
- Fundraising skills
- How to develop a functional sustainability plan for the institution

It is hoped that these trainings will create trainers of trainers within the organization for continuity to new on-boarding staff, avail the much needed skills in everyday implementation work and to a great extent cut out on resources committed to external consultants to undertake some M&E functions that could be partially done internally.

Long term:

- In the long term, as legal aid work grows in volume and coverage; staff could undertake Certificate courses in Administration law, Oil and Gas policy and management.

Training Methods and Venue

Staff of AFOD are open to triangulation of methods where both lecture room and workshop approaches can be employed. This takes care of time scarcity especially when organized near office premises to allow staff attend to office chores without having to travel a very long distance to achieve that.

Funding for Staff Training

- According to AFOD staff, the organization is still grappling with funding. In this case, funding for such trainings can be sought from development partners like DGF through the backing of LASPNET

Best Practice

As a best practice, civic education through civic engagement meetings has proved to have the most immediate and lasting impacts. Specific issue community dialogues on GBV and child rights protection are very attractive to people.

Recommendations

LASPNET should focus support on member institutional capacity building and bolstering of their ICT infrastructure (through securing grants) to improve coordination and monitoring of activities.

LASPNET should purpose it to secure funds and key operational equipment like motorcycles, computers etc. for member organizations.

LASPNET could develop projects for indigent persons and sub contract member organizations like AFOD to implement

LASPNET should directly support Legal Aid Services for legal redress and interventions on land issues by creating a budget to support court procedures and ADR mechanisms.

LASPNET should build legal capacity of staff on ADR mechanisms.

8. Retrak Uganda

Back ground of Retrak Uganda

Retrak is an international Non Governmental Organization that aims at a world where no child is forced to live on the street. Retrak works with street children for resettlement and re-integration into their families and communities while acting in the best interest of the child. Retrak works to transform highly vulnerable children's lives, preserve families, empower communities, and helping children defend and promote their rights. Retrak primarily focuses on street children and the children are interested into their services and not forced. The organization provides medical care, counseling, classes (for catch up lessons), rehabilitation and re-settlement.

Organizational Structures

Retrak is a faith based organization headquartered in the United Kingdom WITH OPERATIONAL offices in the USA. Retrak has a team of 120 staffs throughout the world. In Africa, Retrak works in 8 countries including Kenya, DRC and Tanzania. Retrak Uganda is headed by the Country Director. The Country Director is assisted by the Finance Manager, Programmes Team leader, Auditors and eight social workers. Over all, Retrak Uganda has 12 members of staff. Reporting is highly specialized through the managers in the line of duty. The overall operations heads like finance, Information technology, management are headquartered in the UK. Reporting structures are clearly defined and the Country Directors report directly to the Chief Executive officer in the UK

Organizational mandate

Retrak aims at enabling street children out of vulnerability, exclusion and poverty to a life within a positive family or community. The organization works with children and their found family members to ensure that the re-integrated child is healthy, safe, educated, and as economically independent as possible. It is a challenging task and thus Retrak have got to help these former street children achieve their dreams through Retrak's life-skills, family and reintegration support and life changing drop-in centres. Retrak's ultimate focus is to see that no child if forced to live on street.

Summary of Retrak's core activities

- Promoting and defending children rights
- Child re-integration procedures
- Research and investigation of child safety
- Providing children with a safe and active alternative settlement to street life
- Child protection awareness
- Outreach services enable staff to meet street children and offer them support at Retrak children centres
- Advocating for family preservation and work with communities to prevent highly

vulnerable children from going to the street

- Research advocacy and collaboration to change policy in favor of children

Key Strengths of Retrak

Retrak's achievement is a result of the following strengths;-

- The organization has a ground presence and attachment to the street children gives them an upper hand in listening and talking to street children about their affairs. For example, Retrak has a children base in Kisenyi and Bwaise-which are two hiding places for their street children and staff is trained to work with them
- A Counseling and engagement approach; Retrak staff is fully equipped to deal with street children psychology and end up visiting street children in their areas where they stay.
- The collaboration with the police and the legal aid clinic has been of great importance and eases the work of the organization. Sometimes these children are rounded up and they ask Retrak to come to their rescue.
- The training of the police by the British Embassy has helped Retrak staff in to handle children offenders softly and fast tracking their file to appear in court

Available Opportunities

There are scattered opportunities that if Retrak seizes them can ease their work and service delivery. These include the following;-

- The memorandum of Understanding with the police to fast track child justice in prisons and courts of law. Retrak is negotiating an MOU is police to work together on the implementation of Child Act and offer support in dealing with street children. Facilitation of various meetings with Police would be paramount and several children defense organizations can benefit from the mutual understanding.
- Training of more Police officer would ease the work of Retrak to enhance corporation in dealing with street children to provide better solutions to children in terms fast access to justice, of re-integration, and resettlement

Major Internal challenges

- Retrak has a challenge of lack of transport to move children from their areas of residence or by police to access courts. This leads justice delay, police manhandling on their pickups and worsens the wild side of the child. The collaboration of child rights defenders can improve timely delivery of justice to such children and proper handling and shared resources.
- Retrak is also challenged by inadequate equipment of cover cases document lifestyles

of street children. Such equipment includes video coverage systems, voice recorders documentation tools.

- The nature of work with street children requires staff to bend too low in order to reach the hearts of these children to listen to their problems. This requires spending more time with them and yet most of the labour force is not willing to go this far. It takes strenuous training to get a staff to do the job.

Threats to Retrak

- The inadequate manpower in the judicial system delays child justice. Arrested children do not access justice on time and sometimes even children below the age of criminal responsibility (12 years) are arrested and detained.
- Inadequate training of the police: The police are key stakeholders of the law and in delivery of Retrak's work. However, disregard of the law makes Retrak's work difficult for example detaining adult criminals with children is psychologically torturing.
- Increasing family break downs, divorce, single parenthood are hampering Retrak's dream of no child forced on street. Every day families disintegrate, and children take their own ways, poverty causes family neglect and families are becoming more temporary institutions. This has increased the number of children on streets.
- The increasing urbanization and the number of slums worries Retrak as the life style in most slum areas makes children think life on street is normal and end up living a risky lives.
- The district probation officers are overwhelmed by children cases. It becomes difficult to seek the attention and help of a probation officer who handles the entire district cases of children.

Funding implications

Funding is still inadequate due to the scope of the challenge on the ground: Retrak has a big clientele as street children increase every day. Holistic provision to a child is expensive. Collaboration with children's homes has been important but financial support is welcome.

Retrak Organizational Policies

The major organizational policy is the child protection policy. The policy clearly specifies how to put the interests of children first. All Retrak employees must endorse it before signing an employment contract.

Other policies include;-

- The Human resource Policy
- The finance and budget policy
- The constitution

Report Generation and Information Sharing

Reports are generated by the project staff. Retrak has several branches including Karamu, Kisenyi and Bwaise. The project officers in charge of these branches generate reports to the Programmes Manager. The reports are shared with the Executive Director who reports to the CEO in the UK. The reporting mechanism is streamlined and well defined.

TRAININGNEEDSASSESSMENT

It should be noted that Retrak's work is social work and to that effect, the organization largely employs social workers and no lawyers. Legal services are outsourced through a collaboration system with the legal aid clinic of the Law development centre. Retrak solicits for legal services when their client/child finds themselves in the legal system. Also, in resettlement, and re-integration, Retrak works directly with government authorities to ensure smooth resettlement and re-integration of the child in the family and community.

Key Skills Gaps

The organization has most of the skills necessary to advance the cause of the street children. The organization partners with several international organizations that finance its training needs like guidance and counseling, Justice for children and children re-settlement and re-integration.

However, there are some areas that the social workers can be trained in order to play a further role in the lives of street children. These include;-

- i). Training in court procedures and systems
- ii). The operations of a community court
- iii). Child trafficking laws
- iv). Evidence based research and Investigation

Training Methodology

Retrak is used to workshop training where a consultant is hired for some days and staff takes off those days for the purposes of the training. Most training is done either in-house or at an appropriate venue. A fully funded training is preferred to the one of cost sharing.

LASPCOLLABORATION

Retrak Partnerships and Collaboration

Like any other NGO, Retrak collaborates with other Non Governmental Organizations, the government and other stakeholders in delivering justice to street children. Retrak has working collaboration with the following organizations.

- Financial collaboration: Retrak works with UKAID, USAID, AUSAID, Child Fund, CORDAID, Population council and Rockefeller Foundation for financial support. These

organizations not only fund the Retrak Uganda activities but also other countries of operation through their head office in the United Kingdom.

- British council: Retrak works with the British council to train the police in Child justice and the child act. Ever since some officers were trained, there has been a change in police approach to handling of children criminals and children cases. There is closer working relationship between the police and Retrak field staff.
- Delivering justice to street children: The Uganda police and the Law clinic of the Law development centre have been instrumental in fighting for the rights of street children. The police help to ensure that the children are in the prison system (if arrested) and delivered to court for court mention just in time. This partnership is free of charge and doesn't include any collaboration costs.
- However, sometimes the Police are slow to act in favor of the children, lack of transport to deliver children to the court, congested prisons and children have to stay with adults and inadequate knowledge of the children's act. A partnership of child defenders can be used to advocate for fast tracking of children's cases as well as a common transport facility.
- Child Restoration Ministries and Dwelling Places: Retrak does not have enough of the accommodation and facilitation for the rescued children. As the process of tracking children relatives and re-settlement begins, the children are facilitated at the two partners' homes until they are re-united with a responsible relative.

Best Practices of Retrak

The following are the best practices of Retrak;-

- Street children are difficult to work with, to approach and re-settle. The intensive training of the field social workers make it possible to work with street children.
- Retrak is on the ground i.e. has offices where street children actually hide, so they are used to each other, play together and Retrak staff is seen as one of their own.
- Putting the interests of children first: Retrak cannot resettle children where the rights of that child will be violated. Therefore, caution is taken that the child is well rehabilitated and resettled in their best interest. To this end, continuous monitoring is taken to avoid negative consequences of the reunion.

Key recent Achievements of Retrak

- Retrak supports 4256 street children. The holistic support includes provision of basic needs, listening to their side of the story, learning and skills development.
- Retrak offers outreach services to street children, safe custody, education, alternative to street life, placement and follow up of re-integrated children
- The organization worked with 17,262 children (of which 5,286 were street children) in

2014 alone and a network of 2005 caregivers.

- Retrak has conducted research, advocacy and collaboration to influence policy and practice in favour of children

Retrak works in the best interest of the child and to raise the child into self reliance. The organization's legal framework is largely hinged on the Child Act. According to Retrak, the Child Act and the principle laws are clear adequate, clear and specific

Recommendations

There is need for one voice on juvenile justice. All legal aid service providers need to come together and act in the defense and the best interest of children. This would held in resource sharing and optimization.

Need for a regular forum for continuous interaction to generate ideas, improve collaboration and working relations among partners. Child activists and defenders need to come together to regularly share ideas on advancing the rights of children.

Best collaboration with the police: The police are the custodians of the law and a bad working relationship cannot foster solutions. For example, the police can round up all the street children to prisons and then Retrak has to re-trace them and convince the police to produce them in courts of law. These children take long to are produced in court or even be recorded in prison system. A better working needs to be forged to help children access justice as fast as possible.

9. COMMUNITY JUSTICE AND ANTI CORRUPTION FORUM-CJAF

Background of Community Justice and Anti corruption Forum

Community Justice and Anti-Corruption Forum (CJAF) is a Non Governmental Organization, non partisan and not for profit organization founded by a team of lawyers, social workers and community local leaders, registered under the NGO registration Act under the Advocates(Legal Aid to indigent persons)Regulations 2007,

the and approved by the Uganda Law Council as law chambers to provide legal aid services to the vulnerable persons, and the indigent in local communities at the grass root all over Uganda.

CJAF Uganda was established in 2008 by three young persons, with practical training and experience in human rights, governance, corruption and legal matters, serving a broad range of vulnerable persons and communities.

CJAF Organizational Structure

Community Justice and Anti corruption Forum was founded by members who got concerned by the need for Justice in the community. It has the Board of Directors as the top most organ, where as the operations are done by the day to day management headed by the Executive Director. The board has 7 members of which one is a Magistrate. The board members are also the founder members of the organization. The Executive Director works with the director of Programs and then project Officers (recruited as per needs of the project). Communication and reporting is largely horizontal and work is highly inter-changed among staff members. Only four members are full time. The other four are part time staff.

The mandate of CJAF Uganda

CJAF Uganda aims to enhance the knowledge, respect and observance of human rights and transform the communities from injustice, poor governance, corruption and human rights violations to a violations free and transparent society.

CJAF Uganda offers free legal aid services, fights against petty corruption, defends and advocates for rights of the poor and vulnerable persons through education and sensitization. CJAF also undertakes investigations into corruption and promotes human rights awareness

CJAF Uganda core activities

CJAF provides legal aid services to the poor. The forum investigates, empowers, educates and represents the poor on criminal and other cases in courts of law. Below is the summary mandate of CJAF Uganda.

- Legal and human rights awareness and education
- Human rights awareness and empowerment
- Legal representation in courts of law and mediations among conflicting parties

- Legal advice and counsel
- Student internship and training
- Registration of complaints (land fraud, human rights violations, injustices)
- Advocacy in legal and human rights policy makers

Key Strengths of CJAF Uganda

Community Justice and Ant corruption Forum has been in existence for eight years now, and a number of strengths keep it going. These include;-

- Commanding audience and respect in the community: CJAF is seen as a centre of justice and summons for arbitration and mediation are respected. This is evidenced by the so many letters CJAF has written to local authorities giving the forum's legal opinion and they are honored.
- The increasing cases of land disputes, breakdown and displacement of families especially women and children indicates the relevance of services offered by CJAF Uganda
- The founders are passionate about the rights and access to justice of the indigent especially the disabled, widows, orphans, and the poor
- The legal knowledge of founders and being on the side of the law
- Strong partnerships with the legal fraternity, Uganda Law society and Justice centers of Uganda enable fast tracking of the forum's clients cases
- Certification of chambers: CJAF Uganda has been certified by the Uganda Law council and this gives the forum an opportunity to run income generating activities like commercial legal representation

Available Opportunities

The opportunities that are unveiling will ease the works of CJAF Uganda. Such opportunities include;-

- Possibility of accessing funding through government and non government actors. Non government actors are increasingly getting interest in the activities of CJAF and there is hope to access finance of the forums activities
- Acquisition of practicing certificates: CJAF full time lawyers are pursuing their certificates of practice from the Law council and this will ease the process of accessing justice of legal aid clients. It become imperative that such lawyers should be helped access their practicing certificates to be honored in the high courts.
- Passing of the legal aid Policy: The passing of the law will result into recognition of legal aid service providers and a possibility of accessing finance from both state and non state actors.

Major Internal Weaknesses

- The two full time lawyers of the organization have not yet acquired practicing certificates. This negatively affects the legal proceedings and causes legal delays and exploits by defense lawyers.
- Absence of recognition by the Uganda law council and consequently, during court process, defence lawyers tend to distract the continuity of these cases.
- Inadequate human resource and the lawyers are sometimes overwhelmed as cases come in from all over the country. This requires hiring part time legal consultants to back up the core team
- Inadequate funding
- Lack of transport to engage long distance clients

Threats to CJAF Uganda

- Delayed inspection of the chambers.
- Delayed issuance of certificate of merit
- High bureaucracy at Uganda Law society as referred clients end up coming back
- Some legal aid service providers end up distorting money from the clients especially in cases involving land, property etc
- Inadequate monitoring of the activities of legal aid workers by Uganda law council
- Inadequate funding sometimes limits the number of cases represented in the courts of law
- Legal aid workers are seen as poor, unserious people in courts of law and they are disrespected by the defendants lawyers during court proceedings

Other challenges of CJAF Uganda

- Inadequate staffing especially in organizational development and fundraising. The current staff is much involved in community justice and little input in organizational growth and development
- Inadequate skills in fundraising and proposal writing: the current staff is not skilled in soliciting for funds, networking and funding for NGOs, to this effect, there is struggle to get financiers.
- Complicated cases that take long to be disposed off. For example over 50 cases are pending due to complexities of interpretation. Some cases are dismissed from courts that they are civil matters and can be settled out of court while local courts and leaders think it is beyond their jurisdiction

Funding mechanism for CJAF Uganda

The organization depends on membership fees. There is also a consultancy fee for services provided to clients that can pay for legal services. Before a person is offered legal aid services, an assessment is conducted to determine the vulnerability of this person.

From the above challenges, it can be observed that access to training in fundraising, proposal writing, and networking skills are fundamental to the growth and pursuit of the organizational goals

Human Resources

The organization has four full time staff and four non full time staff. They have two lawyers on board. The current staff is not enough to run all the activities of the organization especially fundraising and proposal writing.

The organization outsources senior lawyers with practicing certificates. Sometimes these lawyers are busy and cannot represent the organizations clients in court. Sometimes they are given better pay and they won't go for small payment

Organizational Reporting

The organization prepares quarterly and annual reports. Some extracts of reports that could be of community interest are disseminated during human rights awareness.

Lack of video cameras for evidence collection and documentation and publicity equipment

CJAF needs public address system to conduct community sensitization and education.

Training Needs Assessment

Key Skills Gaps

The current staff does not have competence in non core activities of the organization, yet these activities affect the efficient running of the forum. There, there is absence of the following skills among the staff.

- Fundraising and networking activities
- Proposal writing
- Investigation and research
- Training in ethics and professionalism. CJAF wishes this training to cut across legal aid service providers to avoid distortion of clients after winning cases

Additionally, there is need for monitoring and supervision of activities of legal aid service providers. There is no direct authority that supervises LASPs activities and monitors their work

There is need for publicity of pro bono service providers such that people know where to go when they need legal assistance

Training Methodology

CJAF Uganda is comfortable with any training methodology although residential workshop trainings seem to be effective. CJAF would contribute depending on the availability of resources at that time.

Community Justice Collaboration and Membership

- i) Collaboration with Uganda law society: ULS is highly equipped with man power to extend a hand to other pro bono service providers. In an event of very many cases in CJAF, the forum refers highly investigative and complex cases to specific individuals at Uganda Law Society.
- ii) Foundation for Human Rights: CJAF works with Foundation for Human rights in accessing materials and tools to conduct village outreach programmes on human rights and universal access to justice awareness.
- iii) Justice Centers Uganda: CJAF has a country wide presence especially in the south western, central and western region. In the event that CJAF staff cannot reach on the clients in up county districts, CJAF executive director writes to nearby justice centre for immediate assistance.

Good Practices of CJAF

CJAF best practice is its interaction with community. CJAF has a community mandate. The organization works closely with the community, community leaders and paralegals in sensitization campaigns. Because of the trust the community has put in CJAF, the organization does income generating projects like property administration and commercial legal representation on behalf of their clients.

Key achievements of CJAF Uganda

The forum has had many achievements since its start, and below are some of the recent achievements;

- i) Conducting several legal and human rights in the community
- ii) Facilitating over 50 resettlements in land security, letters of administration and community support
- iii) Offered legal advice to over 500 complainants and written to local authorities. Most of these cases have been settled out of court.
- iv) Educating local leaders on the procedure of out of court settlements and litigation

Key Lessons and Recommendations

All legal aid service providers should consider a commercial wing of their chambers so as to engage in some income generating activities. This will sustain their activities as funding is sought.

The legal aid service providers need to engage the community in their activities and service delivery. For example training and engaging of paralegals can help in identifying injustices, and handling trivial cases at the community level.

The chambers lawyers can be helped in formalization and certification of their chambers. Also a closer working relationship with Uganda Law Society which has many certified advocates would help them access more expertise and back in periods of need for more lawyers.

10. PUBLIC DEFENDERS ASSOCIATION OF UGANDA

Background and summary of Public Defender Association of Uganda

The Public Defender Association of Uganda (PDAU) is a non-profit Human Rights organization that offers criminal legal aid to the poor. PDAU was conceived in 1997 in the context of the Justice Law and Order Sector (JLOS) reforms as one of the new models for improved administration of justice in Uganda. It complements the Criminal Justice Reform Program which is one of the JLOS' initial key priority areas for reform. PDAU offers legal aid to indigent persons putting particular emphasis to those charged with criminal offences. The organization works with courts, prisons, police, and other legal aid service organizations/providers.

PDAU's legal aid services to poor people is a factor in promoting the right to liberty and fair hearing, alleviating poverty and ensuring professional, cost effective, complete and quality services.

PDAU Organizational Structure

PDAU is registered as a Non Governmental Organization and also registered as a company limited by guarantee. PDAU is led by the executive Director who reports director to the Board of Directors. The board of directors is the supreme body of PDAU. The executive is the head of business and is assisted by Departmental heads. The organization has a clear reporting structure as indicated by the organogram. Communication and reporting is horizontal and organic. Chamber members assist each other in reporting as most members in the chambers are lawyers.

PDAU Mandate

PDAU pursues a society in which disadvantaged people with criminal cases have improved access to justice in fulfillment of constitutional requirements. The establishment of PDAU was therefore to establish an institutionalized national mechanism for legal representation of people with criminal cases. The mandate of PDAU extends from the central region to the eastern and southern regions.

Summary of the core activities of PDAU

PDAUs ultimate aim is to deliver justice where it is denied or not accessed. This is through provision of holistic needs of the indigent persons with legal and human rights technical advice, expertise, tools and equipment.

- i). Establishing Public Defender offices in all regions and equip them in a sustainable manner countrywide
- ii). Building a cadre of motivated lawyers for public defence work
- iii). Sensitize indigent persons of their legal and human rights
- iv). Enhancing stakeholder's awareness of the rights of disadvantaged people charged with criminal offences

- v). Networking with partners and key stakeholders
- vi). Offering effective legal services to indigent persons
- vii). Carrying out PDAU activities in association with chain-linked initiative programmes
- viii). Lobbying and advocacy for law and other reforms
- ix). Ensuring financial sustainability of the Public Defence System
- x). Establishing a well equipped and facilitated research and resource/information center

The mandate of the organization extends across the entire Buganda region and Busoga regions with offices in Jinja and Masaka district headquarters. The organization was initially attracting a lot of funding due to the formidable personnel running it. As they got government appointments in the judicial system, the organization lost the vision of member founders and started struggling.

Since 2010, there has been an accumulation of court cases but with little man power to handle it. The organization has had to engage more junior lawyers and advocates on the team including fresh graduates to assist in the multiple cases at the chambers.

Key Strengths of PDAU

OPDAU had registered a number of success and collaborations. These are attributed to the strength of the organization recorded below;-

- Connections with top judges who understand the role and position of public defenders association of Uganda has quickened the court process
- Senior legal brains with over 15 years of experience
- Long experience of the organization (since 1997) gives the organization an edge in legal aid handling
- Member contributions: The members of the PDAU chambers are not poor and have their law chambers, so they have managed to keep PDAU running.

Opportunities

PDAU hopes to benefit from the following opportunities

- Access to funding from both the government and the non government sectors can facilitate access to justice of more indigent persons
- Tapping into the expertise of its senior members who have left the association for state duties. Network collaborations of state actors with legal aid workers may speed up the legal process
- Passing of legal aid policy will increase awareness of need for justice for the poor

Major Weaknesses

- Loss of senior members to government positions
- Diminished funding
- Suspension of operations of regional offices in Masaka and Jinja

Threats to PDAU

- All citizens want to pause as those that need legal aid even those that can afford
- Some cases are quite difficult and need a lot of legal research which is expensive
- Continuous loss of founders into state duties threatens the vision of the Association
- There increasing demand for legal aid in Uganda. The constitution had initially intended legal aid services for Indigent Ugandans in capital offences, but today, the services extend to family, land, violence and other issues.

Funding implications

Public defenders used to have a lot of funding in early 2000s and funding later diminished and it became difficult to maintain the operations of the organization. To this effect, regional branch offices were closed. ***PDAU members think that if each citizen contributed \$1 towards legal aid fund, it could solve the funding problem. PDAU advised the government to look at the Thailand Model of legal aid funding, where citizens contribute directly towards the fund.*** The organization is aware of the legal aid basket fund at the ministry of Justice and constitutional Affairs but is not sure how it's delivered performing now. Originally legal aid was meant to support vulnerable capital offenders

PDAU Institutional Strategies

PDAU has put in place institutional structures and strategies for the smooth running and growth of the organization. These policies are developed in consultation with the staff and relevant copies are issued out to new members of staff. One key institutional strategy is the Fundraising policy which tasks every member of staff to look for some business for financial sustainability. Other policies includes;-

- Fundraising and institutional growth strategies
- Call in advocates
- Case file clearance
- Management Policy: This includes the consultancy process, procurement procedure, man power recruitment plan and Finance policy.

Institutional resources

PDAU does not require a number of equipment and tools in its execution of the job. The organization has a well stocked library for research and investigation. The chambers are fully registered and certified by the Law council

The man power at PDAU would be enough if they were remunerated well. Besides the senior high court advocates at the chambers, regular recruitment of young graduates helps keep the chambers running amidst man power attrition

Training Needs Assessment

Key Skills Gaps

The organization has cross cutting lawyers that are highly experienced; there are limited skill gaps in the organization. The experienced staff train on job new recruit. Some training would be important in the international aspects of the law

Legal aid clients are difficult to deal with; they expect everything absolutely free like paper work, transport. When legal aid seekers win cases, they do not want to compensate the costs for the case administration. The organization charges 10% of the compensation for the legal administration

Key Skills Requirement

Training would be needed in areas of;-

- International aspects of legal aid services
- Funding aspects
- Day to day administration of a legal aid seeker
- Land laws and administration
- International approach to legal aid
- Customer care services

Training Approach

In house training is preferred, and fully funded training opportunities are welcome. For international aspects of the law and legal aid approach, internship opportunities with international legal aid service providers are an added advantage

Collaboration and Networking Activities

Public Defenders Association of Uganda works closely with other organizations with a related mandate. The following organizations are some of the key recent partnerships

Organization	Nature of Collaboration	Achievement	Challenge
The Human Rights House Network	PDAU works with HRHN in advocacy and policy strategies of Empowering, supporting and protecting human rights defenders, the Network members unite their voices to promote the universal freedoms of assembly, organization and expression and the right to be a human rights defender.	Shared knowledge and platform with our human rights defenders	No challenge registered
Foundation for Human rights initiative	The two organizations have patterned in enhancing fair and quick dispensation of justice; and making effective use of the law to promote and protect human rights	Legal representation of several indigent clients in court of law	
Uganda law Society	PDAU have been offered 500 cases from the high court and PDAU worked with ULS to dispense and conclude 50 cases to date. 80 are still in the process and the rest are pending	Court has pronounced itself on 50 cases so far	Some cases need intensive research
Justice Centres Uganda	Referrals by PDAU to the up country branches of Justice Centres Uganda	About 200 refereed clients have been helped	

Best practices among of PDAU

PDAU has been successful because of the following practices;-

- The key best approach to delivering legal justice to the indigent is premised on the vast experience of the members. Cases are shared with senior staff before they are presented in court. Therefore fast tracking pending cases is not a challenge
- Best collaboration with the police
- Working with young lawyers: Every year, the organization takes on ten graduates from the law school. These lawyers are later taken on by other law firms and have credited PDAU for PDAU staff modeling and professional development. LASPNET can also link with universities and train law students on legal aid services

Key achievements of Public Defenders Association of Uganda

Since its inception, PDAU has registered a success in delivering justice to the indigent, vulnerable and the poor. The following are the most recent achievements of PDAU;-

- Since the beginning of the year, over 150 cases have been handled and 50 have had court pronounce itself on them

- PDAU has contributed to the formulation and development of the legal aid Policy and closely working with LASPNET and other partners to have it passed
- The appointment of former PDAU volunteers like Justice Remmy Kasule and Justice Eva Luswata is an achievement to the organization. The understanding of the cause of PDAU by these Judges results into faster tracking of PDAU cases.
- Training over 100 young lawyers in the legal system and procedure of Uganda though working alongside senior lawyers of the association.

Recommendations

In conclusion therefore, In order to pass on practical experience with the young ones, PDAU advises that regular breakfast meetings can be organized among LASP members to share experience and skills political advocacy should be put in place to lobby all policy stakeholders to pass the legal aid bill into law.

The legal aid policy should institute a of cost sharing clause from the compensation available where cases are handle and won by the LASPs

11. HUMAN RIGHTS AWARENESS AND PROMOTION FORUM (HRAPF)

Organizational Background

Human rights Awareness and Promotion Forum (HRAPF) is an independent, non partisan, non governmental human rights advocacy organization founded in 2008 by a group of youthful, fresh graduate lawyers. HRAPF seeks to create awareness of human rights and provide legal support to marginalized groups as a means of stemming abuse of their human rights. It is registered as a company limited by guarantee and its Legal Aid Clinic is licensed by the Law Council.

Organizational Structure of HRAPF

HRAPF has four major governance structures; these are, in their order of supremacy, the General Assembly which is the supreme governing body of the organization and is made up of 50 ordinary members, the Board of Directors which is made up of 7 members, and is responsible for the policy direction of the organization, 4 trustees who are the custodians of HRAPF's Memorandum and Articles of Association, and the Secretariat which is the day to day implementing organ of the organization. It is made up of 19 staff members and two volunteers. The secretariat is headed by the Executive Director.

The reporting structure is upstream and policies are developed with input flowing from low-level to top level staff. Only top policy communication flows down stream. The flow of information is clearly defined and there is coordination among staff.

HRAPF Mandate

HRAPF is focused on promoting equality and non discrimination. It aims at seeing a society where human rights of all persons including marginalized groups are valued and respected. To this end, it is currently engaged in deepening engagement with policy makers and duty bearers on the rights of marginalized groups. Currently, the organization's target groups include LGBTI persons, sex workers, women and girls living with HIV/AIDS in rural Central Uganda, poor men and women and the elderly, also in rural Central Uganda.

The broad objectives of HRAPF are:-

- i) To sensitize Ugandans on the international and national human rights regime in order to promote a culture of respect for human rights of marginalized groups.
- ii) To undertake research and documentation of human rights abuses suffered by marginalized groups for appropriate remedial action.
- iii) To influence legal and policy developments in Uganda to ensure compliance with human rights principles.
- iv) To offer legal assistance to marginalized groups in order to enhance access to justice..
- v) To share information and best practices on the rights of marginalized groups in order to strengthen the human rights movement in Uganda.

- vi) To network and collaborate with key strategic partners, the government, communities and individuals at the national, regional and international level.
- vii) To build a strong and vibrant human rights organization.

Priorities of work

HRAPF has three major focus areas of work, broken down under several sub themes as outlined below;-

d) The Access to justice program

HRAPF works to promote sustainable access to justice for marginalized groups in Uganda. This is done through employing the following strategies;

- Legal aid service provision
- Research and documentation
- Legal and human rights education and information
- Information and communication material development
- Legal aid advocacy
- Capacity building of partner organizations

e) The Legislative advocacy and networking program

HRAPF works with likeminded organizations and institutions to advocate and influence the adoption of policies and legislation that promote equality and discrimination. Key activities include;-

- Legal and policy analysis
- Strategic interest litigation
- Legal research and documentation
- Strategic litigation
- Partnership building

f) The Organizational development and Capacity building program

The program is intended to create the appropriate institutional structures and organizational framework for the efficient and effective implementation of the Program activities and realization of the Program goal. This is done through the following

Organizational Development and Capacity Building Management Priorities;

- Policy development
- Human Resource Management and Development
- Strengthening Governance Structures & Building Membership
- Strengthening HRAPF's Monitoring and Evaluation Systems and;
- Increasing Resources for Increased Needs

Key Strength of HRAPF

HRAPF's achievements are hinged on approaching the different human rights and marginalization issues using the law. The organization has a team of lawyers on board. The other strength is the investment in research and evidence based reporting of legal and justice issues. Such reports are what inform the organization's advocacy efforts.

Available Opportunities for HRAPF

Increasing interest of stakeholders in HRAPF's activities creates opportunities for strong collaboration in the future.

Major Internal Weaknesses

New areas/issues keep coming up within the target communities, which make it hard for the organization to adjust and diversify its service provision to fit the arising needs. This always creates the necessity for HRAPF staff to acquire new skills, which slows down service provision.

Threats to HRAPF

There is continued neglect and suppression of rights of minorities across the social, political and economic divide. This has also extended to service providers like HRAPF and as a result, civic space continues to be narrowed and threatened. This can be seen from laws that have been passed and those that are being proposed like the NGO Bill 2015.

Funding implications

The organization is well funded by several funding organizations and partners. Funding partners include American Jewish World Service (AJWS), Humanistic institute for Cooperation with developing countries (HIVOS), Fund for Global Human Rights, The National Endowment for Democracy (NED), and the Foundation for Open society Institutes (FOSI).

HRAPF Institutional Strategies

Several organizational strategies at HRAPF include;-

- i) The Constitution

- ii) The Human Resources and management Policy
- iii) The Finance and Budget policy
- iv) The Fund Raising Policy
- v) The Research and documentation policy
- vi) The Assets management Policy

Human resources of HRAPF

The organization currently has 19 full time staff members, and two volunteers and does not need extra manpower. The present personnel are well facilitated financially and technically (in terms of skills). The personnel is hired as per the Human Resource guidelines and then contracted. Outsourcing is normally done for strategic litigation cases and research projects.

Report Generation and Information Sharing.

Internal reporting is done on monthly and quarterly basis. Annual reports are shared with partners and the general public with interest in HRAPF activities. .

Key Organizational Equipment

The organization has enough tools and equipment to effectively carry out its work. Such equipment includes furniture, computers, office space, printers, vehicles, tent, sensitization and training tools, research and documentation tools among others. The organization also outsources equipment like tents, chairs and public address systems from service providers, if the need arises.

Training Needs Assessment

Key Skills Gaps

Extra skills needed would be in the areas of:-

- Strategic litigation, including skills in identifying, analyzing, and documenting issues affecting HRAPF's target communities that can be of strategic importance to the affected communities if litigated upon.
- Monitoring and Evaluation
- Effective evidence gathering and documentation

Key Membership Networks and collaboration

The organization collaborates and works in several networks and coalitions to review and inform policy, develop best practices and extend legal aid and justice to communities. HRAPF has both activity and financial partners as illustrated below;-

Organisation	Issue	Mile stone/achievement	Challenge
University of Sussex Brighton	Research paper on the legal implications of the Anti Homosexuality Bill 2009	Research paper on the legal implications of anti homosexuality bill was finalized, published and disseminated and has informed stakeholders' and policy makers' decisions	The Anti homosexuality bill was passed into law and later annulled. It is unclear if the same will be passed again.
Uganda Law Reform Commission	Position paper on the Penal Code Act of Uganda	HRAPF prepared a position paper on the review of various Penal Code provisions including sections 145 to 148 and a report was shared with the ULRC.	The government is yet to pronounce itself on these proposed reforms
Uganda Police Force	Conducting radio talks shows on legal and human rights issues. Intervention in case of Police Violations of LGBTI rights	HRAPF has conducted over 15 radio talk shows to discuss issues of the law and human rights regarding vulnerable groups in Uganda together with the Police. Police leadership responds to HRAPF's calls whenever LGBTI persons are arrested in disregard of their human rights.	No challenge encountered
Equal Opportunities commission	Dialogue on strengthening access to justice by LGBTI persons and awareness on the case challenging section 15 (6 (d) of the Equal Opportunities Commission Act	The dialogue and working relationship was initiated to assess how HRAPF and EOC could work with minority groups to access justice in their communities	The slow judicious process. The case challenging Section 15(6)(d) of the Equal Opportunities Commission has not been decided since 2009. This makes it hard for the EOC to handle issues of minorities.
The Civil Society Coalition on Human Rights and Constitutional	Strategic litigation	HRAPF chairs the Legal Committee of the CSCHRCL which was started to oppose the Anti-Homosexuality Act, 2015. Together with the coalition, HRAPF has worked on various	The slow judicious process.

Law (CSCHRCL)		cases of strategic importance including the case that led to the annulment of the Anti-Homosexuality Act in 2014.	
The Coalition to Stop Maternal Mortality due to Unsafe Abortions	Reduction of maternal mortality rates in Uganda due to Unsafe Abortions	<p>HRAPF has worked closely with the coalition members to improve the legal and policy framework on maternal mortality, which has seen various achievements including the recently passed Standards and Guidelines.</p> <p>HRAPF is also part of the Legal Support Network of the coalition, which deals with the coalition's legal work like legal drafting and legislative advocacy.</p>	The stigma and biases associated with the subject of abortion in Uganda.

Achievements of HRAPF

HRAPF has been providing quality and sustainable legal aid services to its target communities since 2011. Probono services included both criminal and civil cases. Services delivered include legal advice, assistance in making police statements, securing the release of arrested persons on police bonds, securing bail, engaging prosecutors and legal defense. Others include court representation, mediations and administration. 328 cases were handled in 2014 alone of which 105 were for minorities and 114 for women and children living with HIV/AIDS and 109 were land cases involving poor elderly men and women. All these cases were properly documented in physical case files and an electronic database called Martus. This is intended to enhance evidence based reporting.

HRAPF also trains paralegals to work with its target communities. These paralegals are trained in the basics of law and emphasis is put on fundamentals of criminal law, civil law and human rights. So far, the organization has trained over 40 paralegals from its target communities; these enhance legal aid service provision especially in areas that HRAPF cannot reach.

In strategic litigation, HRAPF has registered many successes in terms of the cases won, most notable of which is the case that resulted into the annulment of the Anti-Homosexuality Act 2014. HRAPF, as the chair of the legal committee of the Civil Society Coalition on Human Rights and constitutional Law spearheaded the litigation process. This included identification of petitioners, research, identification of the legal team, drafting of pleadings and other necessary documents, filing of documents with court among others.

12. UGANDA MUSILIM SUPREME COUNCIL

Background of Uganda Muslim Supreme Council

Uganda Muslim association is a religious body with many religious institutions/paralegals that focus on religious values and rights. Uganda Muslim supreme council operates in 58 districts. It aims at creating awareness and enforcing human rights in Uganda. The organization aims at unity and development

The mandate of UMSC

Uganda Muslim Supreme council seeks to enable Muslims attain religious, economic and just welfare in the country through creating awareness and enforcing human rights in Uganda. UMSC emphasizes diversity and respect to other religions, peace, unity and compassion. The council was established to cater for; preserve, protect, promote and advance the interests of Islam and the Muslims throughout Uganda. To this end the Council shall:

The organizational Structure of UMSC

The General Assembly is the supreme legislative organ of the Council, and subject to the provisions of the Constitution, the General Assembly exercises the final authority in all matters to do with the Constitution. The Uganda Muslims Supreme Council has the secretariat which runs the daily operations of the council, the college of sheikhs, and the district Kadhis. The constitution is the supreme guide and gave guidelines to formation of certain departments and associations like the Health, education, social welfare, students and youth Departments.

All the heads of departments report to the secretariat headed by the Mufti. The Mufti is the head of religion and business of the council and the Islamic faith and reports to the General Assembly. The Muslim constitution has been disrespected because of making the Mufti the head of business and religion. The general assembly is ceremonial and the mufti overrides the decision making in the council.

Core objectives of UMSC

Uganda Muslim Supreme Council aims at the following objectives;-

1. To promote Islamic solidarity through fostering brotherhood and cooperation among Muslims in Uganda and other parts of the World.
2. To promote the continued application of Shari'ah in Uganda and the observance of Islamic morality while ensuring that the ideals of Islam as laid down in the Qur'an and the Sunnah of the Holy Prophet Muhammad
3. To serve as a channel of contact with the Government Authorities on Islamic Affairs.

4. To coordinate the external contacts, interests and activities of Muslims in Uganda as individuals or groups. The Council acts as the channel of contact and communication with external bodies on Islamic matters.
5. To promote better understanding and practice of Islam. To this end the Council shall encourage Da'awah. It shall also promote the true image of Islam through the use of mass media, publications and other means.
6. Cater for the social welfare of Muslims and others. To this end, the Council encourages communities and organizations to establish hospitals and other health institutions, hostels, recreation centers and such other social facilities as may be required.
7. To hold, acquire and dispose of any property on behalf of the Muslims

Strengths of the UMSC

The Muslim supreme council is strengthened by;-

- The solidarity of the Muslim spirit: The Muslims pay attention to each other

The sharia law is straight and at the same time strict. Therefore, it helps to remind the Muslims of their obligations to fellow countrymen. Sharia law acts as a code for living that all Muslims should adhere to, including prayers, fasting and donations to the poor.

- The Muslim centre for Justice provides legal back up as the council itself does not have judges to represents it in court of law or give legal advice
- The Kadhie courts are highly respected among the Muslim faithful and have settled a lot of civil cases which would have otherwise accumulated backlog in the state court system

Opportunities of UMSC

- The biggest opportunity is the recognition of Kadhie courts as they help deal with civil cases that would otherwise increase backlog in the legal structures.
- Access to the legal aid fund pool after passing of the legal aid bill: This would extend the cause of social justice with in communities

Weaknesses of Challenges of UMSC

- There is a general conflict arising from the misunderstanding of the Quran interpretation. Anecdotal evidence has claimed the Quran to be the course of rebellions and violent behavior
- There are some conflicting principles between eh Islamic religious beliefs and the secular laws. For example, the no beard policies in the army yet the Muslim treasure it. Such controversies need to be ironed out if justice is to be prevail in all sectors

- Lack of coherence and unity within the council as a result of two Muslim factions. This internal conflict reduces community trust and burdens the social sector department to promote community justice. To this end, leaders are portrayed as bad examples.

Threats of UMSC

- The failure of the state to recognize **Kadhie Court System** as one way of legally settling cases impedes the methodology of Muslim justice delivery
- The increasing rate of slum development, urbanization and temporary marriages/families have increased social injustices and abuse of human rights. UMSC thinks it time to revisit family protection laws and put strict measures on temporary marriages.

Organizational Policies

The supreme policy of the council i.e. the constitution has been the cause a lot of internal bickering in the Muslim society and within the council itself. The most controversial clause in the constitution is the one that gives the Supreme Mufti the overall powers to be religious and economic (business) head of the Muslims. This (according to the Key Informant) has caused loss of morals and the good name of the council.

How the Khadhie court works: A Kadhi court is a court system which enforces limited rights of inheritance, family, and succession for Muslims. The history of Kadhi courts extends prior to the Colonization of East Africa in the 19th century and the courts continued under British rule.

In Kenya, The new Constitution establishes the Kadhi court system as a subordinate court under the superior courts of Kenya (High, Supreme and Court of Appeal) whose jurisdiction of a Kadhi's court shall be limited to the determination of questions of Muslim law relating to personal status, marriage, divorce or inheritance in proceedings in which all the parties profess the Muslim

Besides the constitution, other policies are also available including the Human resource Policy, Finance and Administration policy, Family protection Policy, Kadhie court procedures and regular budgeting.

Key Organizational Equipment

The organization needs a number of equipment ranging from basic to supplementary materials. The department of Social services that is directly involved in legal aid does not have a standard budget. Therefore, basic furniture and office supplies are still a challenge. There is need for equipment for community sensitization and education tools like public address system, furniture and Information, education and communication (IEC) material

Human Resources

Man power supply is still low. The recruitment of man power is done centrally at the council but according to the departmental needs. The social service department requires more manpower for community education, information and sensitization. The council does not employ lawyers directly but outsources through a related organization; Uganda Muslim Centre for Justice.

Organizational Reporting

The central point of reporting is the general assembly through the Supreme Mufti. Each department prepares an activity report that is sent to the office of supreme Mufti for review and compilation. However, sometimes reporting becomes challenging regarding how to report and materials needed for reporting.

Networking and collaboration of UMSC

Collaboration with the Uganda Muslim Justice Centre: UMSC collaborates with the UMJC to take justice closer to the indigent or those in our communities who have the least access to legal resources. Any court proceeding, representations and legal counsel is undertaken by the UMJC. To date the biggest disputes have been family property and inheritance cases.

Collaboration with the Legal aid clinic of the Law Development Centre: in an event that UMJC is out of reach or is overloaded, UMSC works with the legal aid clinic for representation, Legal advice and Counseling. UMSC is also collaborating with LDC to have 20 sheiks trained in the legal framework of Uganda

Achievements of Uganda Muslim supreme council

UMSC has made achievements in the following areas;-

- UMSC has facilitated access to justice through social services like the Sharia court which handles issues of marriage, divorce and inheritance and family disputes
- UMSC has always followed up on those indicted in the cases and in court and those without legal representation
- UMSC collaborates with lawyers from the Muslim Centre for Justice that operates on behalf of the UMSC.
- UMSC has conducted sensitization and engaging all structures to produce teams of counselors and lawyers and office of social services which runs the awareness and sensitization activities downwards
- Conducting advocacy on the law and legal justice in collaboration with the Muslim centre for Justice
- Some Muslim law enforcement officers have successfully settled job discrimination complaints, which often involved religious accommodation concerns; other cases have been referred to the court institutions through UMSJ.
- UMSC periodically gives alms to the poor indigent and vulnerable persons.

Recommendations

- Need for training in legal aid practice especially new members
- LASPNET needs to publicize the service of legal aid service providers as very few people are always informed to where to seek for help when in need of legal support.

- Financial support to run justice activities: there are a number of outreach missions and disputes that could otherwise be settled locally if facilitation for out of court disputes was available.
- Recognize and facilitate the Kadhie courts e.g. furniture and fittings since they continue to supplement state courts in justice delivery
- The council does not have basic structures of reporting of social justice and legal aid reports. There are not material, tools, procedures and guide to documentation and reporting mechanism
- There is need to work through networks and collaboration for resource sharing in terms o knowledge approach to social and community justice and awareness campaigns.
- There is need for training in fundraising and resource mobilization activities especially office by the staff of the social services

13. UGANDA LAW SOCIETY

What the law says on National Legal Aid

Government should prioritize provision of legal aid and take up its obligation as the principal actor in legal aid provision by committing a percentage of the GDP for legal aid services. This will ensure improved access equal access to justice for all.

The passing of the legal aid policy will cater to both criminal and civil matters will help address the overwhelming need brought about by the increasing disputes especially related to land and family, the policy provides for legal aid from the start of the administration of justice processes through to the enforcement of court judgments. The Ministry of Justice and Constitutional Affairs will fast tracking with the stewardship of the minister of Justice the process of enactment of the national policy and legislation on legal aid in Uganda.

In November 2014, the ULS legal aid services reached 12,353 clients directly. These clients benefitted from Court representation by the project staff: while over 26,000 benefitted through community sensitizations and radio talk shows - all done through the Legal Aid Project component of the Society. The Pro Bono Scheme enrolled 63.3 % of the ULS membership bringing the number to 1313 advocates enrolled in the scheme. This provides legal personnel back up to LASPs if they work in close collaboration with ULS

ULS relies on strategic plans drawn every five years to execute its activities. In precious strategic plan, ULS as an implementing arm of three pro bono schemes i.e. Legal aid project, Legal aid clinics, Access to Justice Services. These schemes registered several achievements in the previous year that include the following

The Legal Aid Project (LAP) of the ULS provided and continues to provide a countrywide and diverse range of legal aid services to indigent, marginalized and vulnerable men, women and children. Services offered include legal advice, legal representation in courts of law, documentation and dissemination of simplified legal literature, legal and human rights awareness creation campaigns, strengthening the capacity of legal aid service providers as well as prison decongestion among others.

Policy engagements and activities and Legislative processes; Currently, the Council is considering the preparation of Paralegal Regulations and working on some laws including: amending the Advocates Act and the Uganda Law Society Act to suit the social-economic changes; amending the Advocates (Disciplinary Committee) (Procedure) to ease the process of handling complaints. In this process ULS provides technical guidance.

Formation of the Pro bono Board of Trustees: The Council launched the Probono Board of Trustees. This Board of trustees is in the process of making preparations to enable it perform its mandate.

Additionally, the Law Council also received funding from the DGF to develop regulations to harmonise the legal profession and regulate other legal aid service providers such as paralegals in terms of professional conduct, minimum standards and qualifications. To this end, LASPNET can work more directly to monitor and regulate the works of legal aid services to ensure fair and equitable access to justice

It is worth noting that the Law Council continues to face challenges to its operation such as; excessive workload, understaffing, inadequate funding, lack of a computerized database, failure by some advocates to honour disciplinary committee proceedings, lack of restructuring and autonomy of the Law Council. Any technical or financial aid directed towards these challenges would improve legal aid service delivery.

Policy, Research and Advocacy of ULS

ULS is mandated to advise Government and the public on matters of law; to assist the Courts in the administration of justice; as well as its mission to promote the Rule of Law in Uganda, the ULS issued various position/press statements and other publications on topical issues affecting the law and in the public's interest. Additional undertakings are publication and dissemination of the ULS Law reports.

To facilitate access to learning resources for legal practitioners and scholars in Uganda, the ULS through its Legal Resource Centre stores publications on various areas of law and also undertakes dissemination of information to the ULS membership and the general public. Association of Legal aid lawyers and justice defenders can access cheap research depository at ULS. For example, the resource centre was visited by over 5000 users physically in 2014.

The legal aid Project registered an increase in the number of communities and clients served in terms of cases registered and handled both in courts and offices. A total of 12,300 people were served through ADR and court representation.

Extending justice and the rule of law to the community. The ULS has achieved the following so far in working closely with communities to access justice

- Through the society's community outreach programme, the LAP directly sensitized over 25,000 people on legal issues like land rights, marriage and divorce, domestic violence, children rights and the operation of Local Council Courts.
- Strengthening the capacity of local actors in the administration of justice. About 400 local council court members were trained on the application and guidelines of the Local Council Courts Act 2006 and on handling of various matters within their jurisdiction. This has improved administration of justice in these areas. This methodology can be benchmarked by other legal aid service providers to avoid overwhelming case loads through community empowerment
- The Pro Bono Project of the ULS continued to enroll advocates into the Scheme. In 2014, 307 Advocates were enrolled into the scheme bringing its portfolio of registered advocates to 1313. The Project has handled over 5000 clients and registered an increase in the number of clients handled on Pro Bono basis by 2167 clients. To tap into this expertise, LASPs can negotiate an MOU with ULS to assign some advocates to them in form of fast back up whenever needed.
- Under its Prison Decongestion Programme, the LAP visited prisons and remand homes with the aim of reducing the number of inmates in prison and juveniles in remand facilities. 3384 persons received legal assistance; out of which 560 were released on bail and 709 were successfully represented in court.

- Under the auspices of the USAID SAFE Program, the LAP in collaboration with the Kampala Dispute Resolution Centre (KADREC) embarked on promotion of ADR methods in land matters through knowledge and skills training of professionals.

Recommendations to LASPs

Owing to the achievements of ULS and strategic interventions, the following lessons and recommendations can be drawn.

- i). Legal aid should go beyond legal representation because most disputes require a mixture of legal and non legal remedies that the traditional system cannot provide. Such remedies include counseling and psychosocial support.
- ii). Engagement of paralegals should be taken serious. Paralegals possess enormous potential to extend legal aid to the indigent, who are in places that traditional lawyers cannot reach.
- iii). Negotiating an MOU with ULS can lead to a mandated assignment of advocates and legal experts to several legal aid service providers in form to technical back up as well as monitoring their activities.
- iv). Strengthening the capacity of local actors in the administration of justice is a big benchmark for LASPs in collaboration with community leaders. This can reduce the workload on LAPs and intensify access to justice.

14. AAV-UGANDA

Background

AAV-UGANDA is a Non-Governmental organization that was established in 2009 and legally registered as an NGO in 2011 to provide an independent and collective legal and ethical response to domestic violence and improving the livelihoods of youth, children and women in Kampala and Uganda in general. Action against violence- Uganda has been involved in the following activities to achieve its goals and arrive at its mission, based on the organization's objectives.

- Organized training sessions of local leaders and how to handle the victims of domestic violence and the perpetrators.
- Developed income generating activities to increase productivity and incomes such as tree planting, arts and crafts, good agricultural methods, local or small business activities for women to enhance/promote their income levels.
- Provided legal aid advocacy programs where cases need the intervention of the courts to attain justice.
- Promoted and carried out educational programs and functional adult literacy programs to eradicate illiteracy and ignorance levels that hinder the advance of justice/ rights awareness.
- Trained local council leaders to enact bye laws to regulate negative habits in society such as drug abuse, alcohol consumption, bride wealth, chastisement of women and children including children's contribution to domestic chores.
- Carried out awareness campaigns to sensitize individuals and groups of individuals on their rights.

AAV is yet to establish rehabilitation and counseling centers. This is intended to attend to victims who have been psychologically tortured in order to rebuild their self esteem, confidence, competence and capacity to participate in socio-economic activities and live normal healthy lives.

AAV is yet to be involved in guiding the litigation process for cases that have to be taken to court in order to attain justice.

Organizational Structure

The Supreme Governing body of AAV-UGANDA is the General assembly. Below which are the Board of Directors with members who jointly oversee the activities of the organization. The board has 7 members comprised of social workers, teachers and lawyers. The board meets three times a year and works independently without interfering in the day-to-day running of the organization. The Executive Director is responsible for successful management and leadership of the organization and reports to the board of directors. The programme officer reports to the executive director and has the overall responsibility for a number of projects and the project managers. The legal officer responsible for handling legal

affairs, IT and finance responsible for managing and sustaining finance and the office attendant report to the programme officer.

Organizational mandate

To empower individuals & communities to respond to domestic violence & HIV/AIDS through advocacy, capacity building & awareness campaigns. AAV- UGANDA targets mainly children and women and the specific services provided are Alternative Dispute Resolution, legal advice, capacity building of CBOs – for preventive measures in Gender Based Violence and Capacity building of students and teachers in reporting cases of GBV, and human rights awareness.

Key strengths of AAV-Uganda

AAV-UGANDA uses a community based approach in delivering programmes including legal aid services; which creates a strong bond between the beneficiaries and the organization.

AAV boasts of staff committed to the organisation's goals and values, motivated to contribute to the organisations success and are able at the same time to enhance their own sense of well being.

Networking is another key strength of AAV-UGANDA. Through these networks, knowledge and experience is sourced to attain solutions to work related challenges, and this improves service delivery and creates satisfaction for both the AAV staff and the beneficiaries.

Available opportunities

Referrals to other institutions: since AAV is part of a network of Legal Aid Service providers, for cases AAV can not handle, referrals are made to other LASPs. So the existence of other Legal Aid Service Providers is an opportunity AAV takes advantage of.

AAV Being part of Coalitions and networks where knowledge and experience is sourced to attain solutions to work related challenges, and this improves service delivery and creates satisfaction for both the AAV staff and the beneficiaries.

Government support for NGO work: Government fully acknowledges and recognizes the key role Non Governmental Organizations (NGOs) play in service delivery especially to marginalized groups, and improving accountability of public institutions. Furthermore, the Local Government Act 1997 specifically provides Civil Society Organizations (CSOs) with an important role in service delivery at community level.

Internal Weaknesses

Lack of a sustainability plan: one of the biggest factors in making an organisation sustainable is the creation of a sustainability plan. While planning for day today activities, AAV finds it difficult to plan for the future. Therefore, it is important to have an ongoing plan for resource development as part of the overall strategic and operational plans.

Lack of funding (lack of an institutional donor) is a major weakness of AAV-UGANDA. The much needed funds to implement projects in all programme areas including legal aid services are not provided and hence some projects are left undone, reducing efficiency.

Threats to AAV-UGANDA

Political interference in cases of violence since NGOs are seen as allies of political groups especially when it comes to advocacy issues. So politicians always interfere in the work that they think does not align with their interests.

NGO Bill – some section of this bill requires NGOs to be de – registered and then register within 6 months. This is likely to cause a lot of inconveniences considering that NGO Board sometimes takes more than 2 years to register an NGO.

Funding implications

Not many donors fund legal aid and it's not a priority. Most donors are interested in funding profit making projects and yet legal aid does not yield any profits.

Legal Aid Basket is not yet created. No funding from government and yet it is the responsibility of the Government to ensure all citizens acquire legal aid when needed. This can not happen when the Government is not funding legal aid.

Organizational Policies

The following internal policies guide the day to day operations of AAV-UGANDA;

- (i) Gender policy
- (ii) Child Protection Policy
- (iii) Financial Policy
- (iv) Human resource policy

When the need arises to recruit a member of staff to a certain project, sourcing is done internally and if this fails, adverts are placed in newspapers and on the website and after filling in applications interviews are carried out and the best candidate is selected, retained on satisfactory performance.

Organizational Strategies

In line with AAV-U's strategic plan (2010-2015), the following strategic objectives are emphasized;

- To strengthen individual, collective and institutional capacity in responding to the rights of women and children in all dimensions of life and to enhance the sharing of experiences, resources and information on violence.
- To address the concerns of domestic violence against men
- To research, document and disseminate information on the situation of women, and children and the general status of human rights in Uganda
- To fight the spread of HIV/AIDS as this is one of the causes and effects of domestic violence.
- To carry out awareness campaigns on the rights of women and children, law and violence.
- To create a platform for women and children to express their views and opinions on human rights issues.
- To promote access to basic quality education and functional adult literacy.

- To disseminate the international Human Rights Conventions ratified Uganda or adopted by the international communities which respond to violence.
- To promote child participation in child related issues and decision making processes.
- To establish a system for monitoring and evaluating the impact of the organization's activities.

Human Resources

AAV is comprised of Lawyers –who handle the clients in need of legal aid. They carry out legal awareness, legal representation and in interpreting the relevant laws.

Social Workers help in community mobilization and awareness creation and attending to clients because most cases needing legal aid have a social origin/cause.

Gender experts – participate in awareness creation – to help communities understand how gender issues are a root cause of violence in families and communities and how the men, women, boys and girls can work together to create a violent free society.

Report Generation and Information Sharing

Information is gathered from clients and field activities and it is from the surveys that reports are generated. These reports are shared internally through meetings and on emails and social media and stored in physical files and once the reports are approved, they are uploaded on the organization's website.

Available Equipment

AAV is in rented premises and the office is so tiny and the computers are not enough. The offices need expansion to accommodate the staff.

Old Red and blue volumes are available on line – but are being reviewed by Uganda law reform commission.

The Domestic Violent Act (DVA) that guides on how domestic violence should be treated.

The Uganda Constitution 1995

The communication gadgets available are emails and cell phones. In addition, AAV has no toll free line so clients can not call for long hours because of the expenses and so there is limited or no legal guidance given over the phone.

TRAINING NEEDS ASSESSMENT

Key skills gaps

There are limited skills in responding to Gender based violence.GBV touches a lot on people's relations, emotions is not taught in law school and yet cases of GBV end up with the lawyers especially when the affected person needs legal redress. The lawyers need training to understand GBV and GBV prevention and response.

Proposal writing is still being outsourced because of lack of training in the department.

Key Skills Requirements

Immediate;

- Understanding GBV and link between poverty and GBV.
- Gender based prevention and response.
- Training in addressing GBV in terms of policy and practice.

Long term;

- Lobbying and advocacy
- Monitoring and evaluation
- Staff are interested in pursuing Masters Degree in Gender Studies and Diploma in law for their long term career developments.

Training Methods and Venue

Certificate attainment was the most recommended for immediate skills needs to be undertaken online at the work station. For future training needs, an educational institution would be most ideal but even online approach would work effectively.

Funding for Staff Training

According to AAV staff, all short course workshop trainings and long term career trainings should be fully funded by the organization as an investment into staff to propel the organization to greater heights in legal aid work.

OPERATIONAL ENVIRONMENT

A comprehensive national policy on legal aid to provide the framework for the provision and regulation of legal aid services in Uganda, in line with Uganda's national, regional and international obligations is needed.

Political environment affects the service when the perpetrator is a politician or has links with the politician; access to justice is always sabotaged.

Change in economic trends like change in interest rates affects funding to all NGOs regardless of the type of service they offer. Service cannot be provided in terms of follow ups, awareness creation etc.

Socially, domestic violence is a family issue and people think it should be resolved by family members. It is still difficult for relatives to report violence and also give evidence against the perpetrator.

Gender discrimination is another social factor affecting legal aid service delivery. Male audiences think GBV is to help women. This attitude affects programme implementation.

Technology has enhanced the legal aid service. There are updated laws in soft copy and they are online library. New passed laws are also available online.

There is online law library which keeps the service providers updated. But organizations have to make annual subscriptions and LASPNET has been paying for the members. It is preferred that LASPNET continues to offer this service

The weather sometimes is not conducive for community sensitizations especially rainy seasons. Few women attend awareness seminars because sometimes women are too busy looking for water, firewood and food.

Legal processes are cumbersome e.g. for gender based violence especially victims of sexual violence one needs to go for medical examination which is a long process.

The local authority sometimes handles cases beyond their mandate e.g. defilement cases. These cases should be left in the hands of experts.

AAV COLLABORATION

Key membership networks	Key advocacy issues	Major achievements	Collaboration challenges
LASPNET	Legal aid policy, gender issues, traditional justice among others.		Limited number of meetings hence don't match arising issues
Domestic Violence Act Coalition	Implementation of the DVA	Domestic Violence Act is in place and AAV is also advocating for Government to allocate funding for the implementation.	Lack of Funds; sometimes the networks require hosting of meetings to be rotational. Certain activities require putting resources together which the organization may not have
HIV Prevention coalition	Advocating for the annulling of the clauses in the Act which criminalize HIV.	HIV Act is being reviewed	

BEST PRACTICES

- Timely delivery of the service so that the clients do not question the credibility of the organization.
- Collaboration and information sharing between service providers to enhance efficiency.

- Operating a service and an office within a given area making the organization easily accessible.
- Communities are now more aware of the prevention and response strategies to gender based violence.

AAV has a number of set plans and they are listed below; to further improve efficiency and effectiveness.

- Train paralegals – that will serve as watch dogs in their communities; and carry out awareness rising on the Domestic Violence Act by tailoring the Act to the local needs.
- AAV is specialized in gender based violence but will develop a mixed approach to be able to handle other cases interchangeably. E.g. Land matters, inheritance among others.
- AAV will intentionally use respectable community members and lay advocates, law students and other legal in the representation of clients.
- Holding dialogues with communities

RECOMMENDATIONS

Capacity building of local authorities on Domestic Violence Act and handling of cases of Violence needs to be done. Work in the domestic violence field has become increasingly complex as cultural diversity, poverty and mental health issues continue to rise. Add to this the influx of new research around promising practices, the need for sustained investments in capacity building for handling domestic violence cases becomes compellingly clear. In addition, Capacity building of staff on how to conduct community dialogues needs to be done. LASPNET support and or drumming for support is very crucial.

15. Alliance for Integrated Development and Empowerment (AIDE)

Organizational structure

The Director is responsible for the overall management of the organization and handles legal matters and reports to the board. Reporting to the Director is the Programmes Director responsible for overseeing planning, implementation and monitoring of programmes. The Programme Coordinator responsible for implementation of all field activities, reporting and grants liaison reports to the Program director. The Accountant responsible for financial management and supporting grants compliance reports to the Program director. Below the pyramid, are volunteers who come on part time basis to participate in activities; and report to the program coordinator.

Organizational Mandate

AIDE's five core programme areas are Legal aid provision, Sexual and Reproductive Health Rights, Legal education/Human Rights awareness, Orphans and Vulnerable children (OVC) and Research, advocacy and Networking.

Under Legal aid provision the organization supports to increase access to justice for the disadvantaged and vulnerable women and children through provision of legal aid, inheritance protection and strategic litigation.

Under Sexual and Reproductive Health Rights, AIDE supports capacity building of young people as community advocates to help empower communities to demand access to sexual reproductive health related services at different levels.

AIDE uses Legal education/Human Rights awareness to empower communities with legal and human rights knowledge through conducting legal and human rights awareness programs. This is aimed at enabling them understand their rights and assert them and to change negative attitudes and cultural practices that affect the women, children and other vulnerable people.

AIDE works in partnership with other organizations to provide education support and social protection to orphans and vulnerable children and their families.

AIDE conducts research on human rights issues and uses the information for advocacy to achieve the desired change. This is done in collaboration with other likeminded organizations working with women and children, addressing gender, human rights and health issues.

Specific legal aid services provided by AIDE are, Legal representation, Legal counselling and advice, Mediation, where cases are settled out of court, Legal literacy where AIDE works in partnership with other organizations to provide education support and social protection to orphans and vulnerable children and their families and use of paralegal programs.

AIDE conducts research on human rights issues and uses the information for advocacy to achieve the desired change. This is done in collaboration with other likeminded organizations working with women and children, addressing gender, human rights and health issues.

Key Strengths

AIDE has a team of dedicated staff, highly qualified and been in existence (experience) in the development field for over eight years. The team with combination of legal skills, knowledge, Social work and other development related skills works together to support holistic legal service provision to clients usually women and children. In addition, Volunteer members who come on part time basis to participate in activities have different skills relating to development management such as; Human rights, Gender based violence and gender, research, sexual and reproductive health, counseling and guidance, among others.

AIDE supports capacity building of young people as community advocates to help empower communities to demand access to sexual reproductive health related services at different levels.

Available Opportunities

Networking and partnerships: AIDE is a member of LASPNET, and the Coalition to stop Maternal Mortality due to Abortion. This has strengthened the voices for advocacy and synergies in legal skills.

Internal Weaknesses

There have been inconsistencies in funding for AIDE's programmes and this makes the planned expansion and reach out limited. AIDE's substantive Director has been ill for some time yet with wealth of knowledge in the legal field and network therefore affecting the organisations fundraising processes.

External Threats

The proposed law on NGOs could curtail the operations of AIDE and other NGOs country wide. NGOs would be required to register with an established NGO board, which can revoke a permit at any time if it is in the "public interest to refuse to register the organization." Additionally, leaders of organizations that operate without a permit are subject to fines, prosecution and even four to eight years in prison. Such harsh penalties for civic work are a huge threat to AIDE and other NGO's.

The dwindling external funding opportunities, coupled with the competing organisations are eminent dangers to survival of NGOs. There are increasing numbers of legal aid service providers competing for the same funding opportunities. This leads to sharing and division of funds and sometimes the funds received do not quite fit in the proposed budget.

Funding implications

There have been inconsistencies in funding for AIDE's programmes and this makes the planned expansion and reach out limited. This has also increased uncertainty in planning and without a sustainability strategy, future planning becomes complex.

Organizational policies

AIDE established a solid human resource policy that guides on staff recruitment and dismissal. Staff are sourced through advertising internally, through other LASPs, and applications come in and after interviews selection is done on basis of one's performance and behavior.

Organizational strategies

AIDE employs Research, advocacy and Networking as key strategies. AIDE conducts research on human rights issues and uses the information for advocacy to achieve the desired change. This is done in collaboration with other likeminded organizations working with women and children, addressing gender, human rights and health issues.

Human Resources

The team has a combination of legal skills, knowledge, Social work and other development related skills works together to support holistic legal service provision to the clients usually women and children. Volunteers are 10 members who come on part time basis to participate in activities. They have different skills relating to development management such as; Human rights, Gender based violence and gender, research, sexual and reproductive health, counseling and guidance, among others.

The Director holds a Master's Degree in Peace Building and Conflict Resolution, Bachelor's Degree in Law, and Post Graduate Diploma in Law. Programs Director has a Masters in Social Sector Planning and management, a Bachelors' Degree in Social Work and Social Administration and a Diploma in Education. Programme Coordinator has a Masters in International Business, a Bachelor's Degree in Social Work and Social Administration. The Accountant has a Diploma in accounting.

Report Generation and Information Sharing

Reports are generated through collecting data from the field and are stored on hard and soft copies. AIDE has no website so the findings of the field work are not uploaded. Reports are shared internally on emails and through meetings.

Key Organizational Equipment

The organization has Laptops, Computers, modems that facilitate work and staff communication (electronic communication, phones). Gadgets were reported to be enough for the entire organization.

AIDE observes and strongly believes that ICT advancement may improve legal services if embraced by the courts of law and the entire legal system. For example having a common information and management system for all the legal aid providers will facilitate easy and fast flow of information.

TRAINING NEEDS ASSESSMENT

Key skills gaps

At AIDE, there are no challenges regarding skills to perform job functions as part of the legal aid service team of the organization. Importantly, there are no functions of the organization that are outsourced due to skills gaps; but could otherwise have been done internally.

Key Skills Requirements

Immediate:

Public communication and advocacy were identified as the immediate training needs. AIDE however did not identify any long term and future training needs.

Training Methods and Venue

Staff at AIDE identified formal workshops as the best training method for the identified skills gaps and pointed out that this training should be done at the workstation as this is cost effective.

Funding for Staff Training

Staff at AIDE unanimously agreed that the trainings should be free of charge as staff members may not afford to pay for them.

OPERATIONAL ENVIRONMENT

Regulatory: The pending NGO bill/Act may curtail the operations of NGOs and the work they do. Uganda introduced the NGO Bill of 2015, ostensibly in response to what the government deems a “rapid growth of non-governmental organizations [that] has led to subversive methods of work and activities, which undermine accountability and transparency.” The bill requires that organizations “not engage in any activity which is contrary to the dignity of the people of Uganda.” Such vague language gives the government wide berth to monitor and control the activities of organizations, many of which provide essential services.

Economic: Inflation causes a hike in prices and procuring items become expensive. Some items vital in aiding legal aid service delivery are not purchased in the end hence causing inefficiency.

With regard to the technology frontier, technological factors especially Mobile Telecommunications technology serves to delivery of legal aid services by facilitating communications with community members and community paralegals.

COLLABORATION

Key memberships	Key advocacy issues	Key achievements	Collaboration challenges
Legal Aid Service Providers Network (LASPNET)	Policy issues, sector strategy issues and review of performance.	None	Time is a major factor because of the many activities AIDE takes care of.
Coalition to stop Maternal Mortality Due to abortion	Ways of reducing maternity mortality	Development of national guideline on safe abortion and	Time is a major factor because of the many activities AIDE takes

		maternal health, over all advocacies to improve maternal health with the recent funding of the World Bank.	care of.
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Best practice

Networking and partnering with other organizations was identified as the best approach as it has strengthened the voices for advocacy and synergies in legal skills. Partnering with organizations helps to create a platform for sharing information, challenges and trainings in different skills

Recommendation

AIDE observes and strongly believes that ICT advancement may improve legal services if embraced by the courts of law and the entire legal system. For example having a common information and management system for all the legal aid providers will facilitate easy and fast flow of information.

16. CENTER FOR PUBLIC INTEREST LAW

Organization Structure

At the top of the pyramid, there is the Board of Governance below which is the Executive Director. The programmes department and sitting practicing advocate report directly to the Executive Director and the Accountant and Administration officer report to the programmes department.

Organizational Mandate:

Center for Public Interest Law seeks to promote and protect interests of groups that are facing injustice on their land and use courts to seek redress, and use the law as a tool, advocacy and lobbying to ensure that every person has equal opportunities despite leaning towards any social standing, religion or political sect.

CEPIL has four areas of focus that include; corruption, inequality and justice, the exploitation of poor peasants by powerful communities, Social and Economic policies. CEPIL's specific activities include; Legal representation, Diversion, Public interest Litigation and Mediation. In addition, CEPIL partners with credible law firms (proxies) that take care of cases under the supervision of the Executive Director and legal officers, CEPIL legal officer move to the grass roots for sensitization.

Key Internal strengths

- CEPIL is careful to choose areas of interest. The organization understands public interest litigation issues and staff believes that is what they can do best, in addition, staff is much grounded to Public litigation program, nothing more, and nothing less.
- Staff are good on advocacy and lobbying
- CEPIL has a well grounded accountant who takes care of finances and is accountable
- The Board with powerful lawyers gives trust and credibility to the organization.
- CEPIL has a sitting advocate within the organization. This limits the need for outsourcing expensive advocates whose passions and goals might not yield equally as those trained and facilitated to serve the groups facing injustice on their land.

Existing Opportunities

Many organizations have realized the need for public interest litigation for example Avocats Sans Frontiers, seeking to institute petition on the issue of prolonged detention before trial.

Internal Weaknesses

There is lack of adequate funding since public interest litigation is new in developing countries i.e. it is not fully embraced, though it is gradually gaining ground and donors are beginning to pick interest.

External threats

Handling of sensitive issues some of which are in contrast with government interests e.g. media freedom, closing media houses, arresting journalists, giving land to the rich, displacing people. We always find a good avenue of redress within the constitutional court.

Funding

Sometimes donors side with the state for fear of losing state patronage in their agendas. Because of Donor fatigue; there is always uncertainty of getting full funding. CEPIL intends to do research in oil and gas sector. Inform people of their rights to compensation and effects of oil activities e.g. land degradation because of dumping oil waste. However, no funds are available yet.

Organizational policies

CEPIL has well laid out policies that guide staff in fulfilling the organization's mission.

Human resource policy - This streamlines how to get the best staff, need to widen program jurisdictions, how to conduct themselves for effective running of programmes.

Transport policy stipulates how staff are facilitated when going to field. Vehicles are hired when need arises.

Finance policy guides how to utilize resources and see if they meet donor requirements.

Board governance policy stipulates functions and roles of board members, how the board intervenes in different issues, how a board member is replaced.

Organizational Strategies

- CEPIL targets the most vulnerable communities including orphans, widows, whose voice is not heard at National level
- Advocacy and lobbying
- Peaceful dialogue which involves settling cases outside courts.
- Court representation for groups that are facing injustice on their land.

Human resources

Experienced Lawyers are part of the Board of Directors. CEPIL has a sitting advocate. In case additional staff are needed adverts are made internally and through the networks. After receiving letters of interest and interviews are carried out then the best candidate/s is/are selected as they retained based on satisfactory performance. In case of non compliance; depending on the level of grievance, investigations are done and request for an apology is also an option, suspension and finally dismissal.

Report generation and information sharing

Periodic reports are generated by all staff and amalgamated into organization reports that are circulated to stakeholders. Desk research and field research generate information on specific issues of interest. Researched information shared using emails internally, shared through publications, National Dailies, Editorials, online, website, and twitter accounts to positively inform the public about their rights. Information is stored in both soft and hard copies.

Equipments

CEPIL has the basics to help in the day today running of activities. Computers for example are available for each staff member. The organization however needs cameras since donors require reports in pictorial form. Means of communication include mobile phones and landlines. Staff makes full use of emails, media through NTV, NBS, and Radios etc. However clients cannot afford to send emails to get feedback. A toll free line is therefore required.

TRAINING NEEDS ASSESSMENT

Skills gaps

- Lack skills in legal drafting in regards to public interest matters.
- Lack skills to help clients get the remedies they require.
- Project evaluation is outsourced.

Key skills requirements

Immediate;

- Training in ADR mechanism which will enable staff to settle more cases outside court to avoid issues like case backlogs.
- Pre-trial bargaining
- Lobbying and advocacy

Long term;

- Training in Ethics and professional conduct
- Project evaluation
- A master's law course.

Training method and venue

Staff interviewed indicated workshops and short courses to be the best training methods done either in college or a hotel.

Funding of training

Staff all shared the same view that most of these trainings should be free of charge.

OPERATING ENVIRONMENT

The National Legal Aid policy is not enacted. This clearly streamlines state and non state actions to work together to ensure that legal aid reaching everyone. Government has not come up to legally define LASP's Jurisdiction instead, NGO's are filling in the gaps and hence legal Aid is commercialized.

Public Order Management Bill emphasizes meeting organizers to seek permission from the police. This is a huge hindrance because it causes delays and the police require bribes to allow such meetings.

Interruption and sabotage by district leaders especially RDCs and the police is menacing. If they are not consulted first before any awareness session takes place, they sabotage the organization's planned activities. Land is a sensitive issue, and it has become inevitable that the RDCs and Police have to be consulted first.

On the economic side, funding in Uganda shillings is a disadvantage as opposed to dollars. Inflation affects the budget and hence reducing the number of targets to be met.

Socially, People take the awareness sessions as political gatherings and are always asking for transport refunding and refreshments.

People have issues with government operations so CEPIL prepare them to receive the investing firms and how to be compensated. If people feel the sessions are important to their cause, they will give support.

CEPIL management on the legal side pointed out the worryingly small number of judges which causes heavy case backlogs.

Collaboration

Key networks	Key advocacy issues	Key achievements	Collaboration challenges
American Jewish world Service	Land rights	Part and parcel of influencing the National Land policy especially uplifting rights of customary land owners.	Being a member of many associations is strenuous.
Open society initiative for East Africa	Press freedom issues	NONE	
Avocats San Frontiers	Issues of prolonged detention before trial	NONE	
LASPNET	Attend meetings, trainings, workshops	NONE	
Public Interest Litigation Network.	Public Interest Litigation.		

OTHER NETWORKS

- PILAC, (Ordinary members)
- Oil and Gas Civil Society Organization, (Ordinary members)
- Network of Public Interest Lawyers (Ordinary members)

Best Practices

- Face to face engagements (Dialogues)
- Engaging leaders of villages, sub counties
- Collaborative frameworks with other organizations on the ground

Recommendations

More funds are needed so that more staff can be recruited and to acquire new equipments and all the necessary resources.

The Judiciary needs to be independent from the executive and come up with their own budget for fields that are necessary.

17. Community Legal Action and Integrated Development (COLAID)

Organisational Structure

COLAID started as a Community Based Organisation based in Kawempe (Kawempe Division Legal Rights Initiative) in 2009. In 2014, it was registered as COLAID, an NGO with the same vision and objectives. At the top, there is the Board of Directors (7 members but non functional due to lack of funds to facilitate them) which oversees the Executive Director. Below the Executive Director is the Accounts Manager and Human Resource manager. The two oversee the performance of the Programs manager below them, who also monitors 2 Project coordinators and volunteers. The organization also has one Legal officer and below him are Paralegals. The Administrative officer takes care of all support staff including the Driver, Guard and Cleaner. Although the structure appears as stated, some positions are currently not filled due to limited funding.

Organisational mandate

COLAID's mandate covers;

- Carrying out Legal Awareness & Development Sessions.
- Advocating for the rights of the indigent persons.
- Legal counselling and Advise.
- Community Dialogues.
- Alternative Dispute Resolution (ADR)
- Writing referrals and networking with other bodies.
- Client and family focused services

COLAID's specific activities are, working in partnership with other agencies to enhance outcomes for clients, Referrals to (walk in clients) and referrals to other service providers for cases outside organizations mandate, Consultation, development and education to other stakeholders on a range of topics relevant to issues faced by clients.

Key internal strengths

- Competent and Committed staff to advocating for the rights of the indigent persons.
- The use of volunteers reduces overload of work for the organisation. These take up activities that would have been taken up by staff that always have engagements.
- COLAID uses a community based approach in delivering programmes including legal aid services; which creates a strong bond between the beneficiaries and the organization.

Existing opportunities

- Trained community based Paralegals who serve as volunteers. These go to the grassroots and help reduce overload of work by staff members who are limited.
- Being part of LASPNET network creates a strong voice for advocacy of the organisation's issues
- The office space is still large and therefore there is room for more staff and partners to operate from.

Internal weakness

Limited funding that has created human resource gaps in the organisation. At present the organisation lacks enough human resource yet activities to do are many.

Threats

The upcoming NGO bill is seen as restrictive and too controlling and prohibits organisations to care of interests which the state disagrees with.

Funding implications

Only programs are funded and not the staff (legal officers and volunteers) who implement the programs.

Human resources

It is important to note that the organization depends mainly on services offered by volunteers. There is a Director who oversees the operations of the organization; a Volunteer Legal Officer who does legal counseling, awareness and Alternative Dispute Resolution. There also Volunteer Social Workers who offer social counseling, and a team of Paralegals.

Report generation and Information sharing

Information is got from the field by the volunteers and paralegals. It is from this information that reports are generated. Client information is stored in individual files. The reports are shared with LASPNET on a quarterly basis.

Available equipments

COLAID has one computer and a printer. There is use of internet and staff members use their mobile phones for organizational work. However, the organization has no website.

TRAINING NEEDS ASSESSMENT

Key skills gaps

COLAID lacks a practicing advocates to take on court cases. Practicing advocates are outsourced.

Key training requirements.

Immediate trainings;

- Financial management
- Proposal writing
- Advocacy and Research.

There were no long term training needs mentioned.

Training Method and Venue

Staff suggested that workshops and short courses be used as the training methods in institutions of learning or places with conducive environment outside of Kampala.

Funding of the training

Staff proposed that LASPNET provides the funding.

COLLABORATION

Key Networks	Key advocacy issues	Key achievements	Collaboration challenge
LASPNET	Rights of the indigent people.		

18.

19. Defense for Children International-Uganda (DCI Uganda)

Background and organizational structure

Defense for Children International-Uganda (DCI Uganda) was registered in Uganda as a local NGO in 1995. It is a section of the world wide DCI Movement which was formed in 1979 to promote, protect and defend the rights of children in conflict with the law. The Movement is non confessional and non political in nature and was designated as the International Year of the Child (IYC) by the United Nations, whose head quarters are in Geneva with national sections and associate members in more than 40 countries. DCI Uganda's head office is hosted in the district of Kampala in Nakawa division, but with vivid operational field offices in the districts of Oyam, Nwoya, Amuru and partially in Gulu in northern Uganda.

At the top most position is the General assembly in Geneva. In Uganda, the Board of Directors holds the top most organ. Below the Board is the Secretariat headed by the Executive Director assisted by the Assistant Director. The project coordinator reports to the Deputy Director. Finance and administration, project officers and volunteers, field assistants report to the project coordinator whereas the accounts officer and administrative assistant report to Finance and Administration. Driver, guards and cleaners also report to Finance and Administration.

Organizational mandate

The mandate focuses on promotion and protection of rights of children in conflict with the law. DCI-Uganda is dedicated to ensuring ongoing practical, systematic and concerted international action directed towards promoting and protecting the rights of the child as articulated in the United Nations Convention on the Rights of Children(CRC), its optional protocols, and all other Regional and International human rights instruments. DCI's core areas of focus are, child protection (social and legal support to children in conflict with the law), Formal and non Formal education/skills development, strengthening partnerships, Advocacy and networking and capacity building.

DCI offers temporary custody to children in conflict with the law as relatives are traced. In addition to this, DCI resettles children who have been acquitted and also facilitates their transport to Kampiringisa for rehabilitation. DCI goes ahead to trace the children's parents to come to court for their children's cases

DCI goes ahead to offer support to the reading culture in schools .this enhances pupils' reading culture and the teachers' guides are aiding teachers during development of lesson plans and skills.

DCI offers Psycho social support so that these children move on with life using partners like straight talk Uganda.

Inspection and monitoring of police detention centers if they are child friendly, if the children are not tortured or imprisoned with Adults.

In addition to Legal representation and advice, DCI offers Social and legal support to OVCs, support to quality child friendly learning environments in primary schools, Provision of life skills trainings to OVCs and youth out of school, advocating for the rights of children especially children in conflict with the law at local, national and international level, capacity the building of key actors administering juvenile justice. (Judges, state attorneys, clerks)

Key Strengths

DCI uses a community based approach in delivering programmes including legal aid services; which creates a strong bond between the beneficiaries and the organization. Service delivery is deeply rooted in the community breeding acceptance and support for all areas addressed by DCI programmes.

DCI is involved in Networking from which knowledge and experience is sourced to usher solutions to work related challenges, shape new ideas and advance causes that benefit both the organization and the people they serve.

Opportunities

There is still a large number of children who need support; children in conflict with the law is; children in and out of school. DCI has room for expansion; only funds will limit how far the organization goes.

There are more untapped networks and networking opportunities with organization of similar interest.

Internal Weaknesses

DCI is not well spread due to limited resources. DCI is operational in a few districts and there is need for widening coverage because all corners of the country have children in need of support.

Premises are rented and this causes budget strains especially in periods when inflation is at its peak. DCI hopes to acquire their own premises some day.

External Threats

Sustainability of programs depends on donors. This implies that when donors pull out their support for any reason, programmes will be put on hold as DCI has no alternative funding means.

Funding

The Secretariat in Geneva and Save the Children fund juvenile justice. Their major priority is child protection, formal and informal education and Advocacy which align with the organization priorities. However more funds are needed. There is no clear strategy to sustain funders. Based on performance, and good reporting, the funding relationship can be reviewed and renewed or terminated.

Organizational policies

Finance and administration policy stipulates financial procedures and how finances are managed.

Human resources policy clearly emphasizes transparency, deals with recruitment, staff development and appraisal of staff. These state what members are supposed to do, how to behave etc.

Organizational strategies

A plan is underway to develop a strategic plan that will incorporate fundraising, monitoring and evaluation and Data management.

In fulfillment of the mandate DCI is focusing on strategic areas which include child protection advocacy, formal and non formal education / life skills and strengthening partnerships networks. The following are the strategic objectives.

To seek, promote and implement the most effective means of securing the protection of children's rights in concrete situations, from both a preventive and curative stand point.

To advocate for children's rights so as to ensure that practices concerning children respect the provisions of the Uganda children's Act, African charter on the rights and welfare of children , UN convention on the rights of the child its optional protocol and other human rights instruments.

To strengthen the capacity of families, caregivers and other service providers to protect and care for orphans and other vulnerable children through a number of interventions not limited to Economic empowerment life skills trainings and education among others.

Human resources

DCI consists of 7 Board of directors and the secretariat which is composed of 1 staff member and two volunteers. There are also Social workers who work with JLOs are also part of DCI team. There are no legal personnel (they are out sourced from qualified firms of which most of them have no interest in defending children). All personnel are university graduates.

Report generation and information sharing

Information is mainly hosted at the general website with the secretariat in Geneva. DCI also conducts base line surveys to generate information. Monitoring and implementing is also done to generate information. Information can also be got from workshops and it is through compiling of all this data that reports are generated. Once the report is approved, it is uploaded on the website. Information is shared on the website and through publications. The information is stored on soft copies (Backups). However, there is no central data management system.

Key Organizational Equipment

DCI has Computers, phones, vehicles. The equipments are enough based on the catchment area. Office space is not enough at the secretariat.

Technology Adaptation in Legal Aid Service

Staff makes use of emails and internet but the same cannot be said for the clients as they cannot afford such equipment.

TRAINING NEEDS ASSESMENT

Key skills gaps

- Limited staff, no legal officers
- No clear legal frame work
- Legal lawyers are out sourced to represent juveniles.

Key Skills Requirements

- **Immediate:**
- Strategic planning training which will in turn improve service delivery.
- Monitoring and evaluation and data management.

Long term

- Training in Report writing
- Training in Research and documentation
- Training in Advocacy strategies
- Training in Resource mobilization
- Training in Organizational development
- Training in Monitoring and evaluation

Training Methods and Venue

Staff agreed that training be done in form of workshops and short courses at a hotel or workstation.

Funding of training

Staff were of the view that trainings should be free of charge or funded by the hiring entity, as staff may not be able to afford the costs.

OPERATING ENVIRONMENT

The local councils were identified to be unfriendly. They are mandated to protect children but some do not. They should aim at reconciling the children with the complainants but instead, they ask for bribes from the children’s parents so they can dismiss cases. This doesn’t help rehabilitate the children.

Inflation causes a strain on the budget reducing on number of targets. Increased exchanged rates reduce the Amount of money received from the donors. All these combined cause delays or inefficient output as some programs are put on hold and some targets are not met due to lack of resources.

Information flow on social media is very fast and therefore gets to intended targets as soon as possible. On the down side, it has negatively affected children, learning bad behavior and hence increasing crime rates and thus increasing DCI’s work in the long run.

Socially, a number of issues were discovered including some police posts/stations with no juvenile cells, children over staying at the remand home due to lack of resources to conduct high court sessions, poor hygiene and inadequate meals at the national rehabilitation centre among others.

The legal institutional concerns identified were case backlogs and disappearance of files.

Collaborations

Key networks	Advocacy issues	Key achievements
Legal Aid service providers Network (LASPNET)	Provides legal advisory services to DCI and through LASPNET joint advocacy on the rights of juveniles is harnessed	DCI tabled the children’s act in parliament.
National Juvenile justice committee (MoGLSD)	Offer technical support to all programs since most of the intervention target children who fall directly under this ministry	
Human child rights network (UCRN)	Provides platform for sharing information and best practices with other child focused organizations	
Human child rights network (HURINET)	Offers a plat form to jointly advocate for the human rights more so the rights of children DCI	

	serves most.	
Legal Aid Clinic	Render support in form of legal representation particularly those with capital offences	

Best practices

Sharing information with different Actors: many NGOs come to learn and get information and are willing to support the cause. This has worked well because more partners have been got to work in the area of juvenile justice and there has been increased visibility of the organization.

DCI used an integrated approach to programming in all its intervention involving capacity building of key actors, advocacy at community level, legal representation and psychosocial support to affected children; support to formal education and skills development which has greatly improved the status of children and their communities well being.

Strong community networks have been harnessed due to the good working relationship between DCI staff and the different key actors at local and national level. For example the good working relationship between DCI, the community FIT persons, local councils and police has greatly enhanced the implementation of the community diversion strategy, community awareness campaigns on child rights referral and counter referral of child related cases hence reducing backlogs and child petty cases entering the formal justice system which in a way violates the rights of children.

DCI has been able to build and strengthen partnerships with other organizations and these have been very instrumental in streamlining program implementation in all areas of operation and also facilitated referrals for other services that DCI cannot deliver to the communities.

Successes

Advocacy and production of IEC materials: over 15000 copies of IEC materials were re-printed and distributed in 2014 to different communities to deepen their understanding of the child friendly restorative justice and the roles of the different actors in juvenile justice.

RECOMMENDATIONS

Attracting and retaining professionals is a problem due to limited budget hence the section relies heavily on volunteers who often come and go and this is not good for the community DCI should revamp its resource mobilization strategy to beef up its operational budget.

LASPNET needs to build capacity of members for example in proposal writing.

LASPNET undertakes Needs Assessment but the trainings cover less on matters of children. For instance the last training held was about gender issues; not relevant to DCI.

LASPNET also needs to do follow-ups of the needs assessment of its members.

Legal Aid frame work is not known. It needs to be clearly defined.

LASPNET needs to network with other networks and constantly remind the government about its roles through JLO's.

LASPNET needs to add a voice about the children's act in parliament. It is silent and so is the government.

The implementation of non-custodial alternative dispute resolution strategy in a bid to promote and protect the rights of children is still a problem mainly due to the non operational local council system. It's important to lobby government to conduct local council elections to ensure strong systems are in place to work on children issues.

20. Foundation for Human Rights Initiative (FHRI)

Background and Organizational Structure

FHRI is an independent, Non-Governmental, Non-partisan and not-for Profit human rights organization established in 1991. FHRI is legally registered as a Non-Governmental human rights Organization under The Non Governmental Organizations Registration (Amendment Act) 2006. It is duly incorporated under the Companies Act, Cap.110 as a Body corporate and incorporated under the Trustees Incorporation Act Cap. 165, Laws of Uganda.

Foundation for Human Rights Initiative is a membership organization with an organizational structure that comprises of the General Assembly, Patron, and Trustees, Board of Directors, the Working group and the Secretariat. While the General Assembly is the Supreme governing body of FHRI, the Trustees are the custodians of FHRI constitution and property. The patron on the other hand promotes awareness of the values and mission of FHRI, while the working group is the think-tank of the organization with the mandate of providing strategic direction on emerging issues. The working group is elected by the General Assembly.

The board of directors has 8 members. The board meets 3 times a year to appraise staff, discuss and approve activities, budgets and programme workplans. It provides strategic direction to the organization while the secretariat is the implementing arm.

Organizational Mandate

The mandate focuses on provision of justice to all citizens in need of protection of human rights, through provision of advocacy platform for promotion of human rights and adherence to the rule of law. Foundation for Human Rights Initiative's core programme areas are, Research, Advocacy and Lobbying Treaty Reporting, Legal services, Legislative Advocacy, Lobbying and Follow up, Paralegal Advisory services and death penalty campaign.

Specific activities are, Civic Education, Public Outreach, Citizens Coalition for Electoral Democracy in Uganda, Regional Outreach and organizational development.

Internal strengths

Good name established over the years and the good reputation of the organization since 1993 helps in fundraising because of trust. Most of opportunities FHRI gets are because of the good reputation.

External opportunities

The need for the services offered by FHRI, as there are so many poor people, so there is always work to do for the organization since the people who need the service are many.

Willingness of funders since the organization has established a good name since its inception. There is DGF for instance and USAID.

Weaknesses

Limited labor force: there is a ratio of 1 legal officer to 300 cases. And besides FHRI is an organization handling not only legal aid so there are other activities that require attention and with the limited labor force, it becomes difficult to achieve all set targets in the required time.

Funding is limited and makes achieving targets very difficult, in addition to limiting opportunities for service extension.

External threats

FHRI is dependent on other players in the field for example Magistrates, Judges, Clerks who want money when it comes to court issues.

The NGO bill aimed at limiting space of NGOs. For example, the so many procedures are involved, when going to a certain district, letters have to be written explaining why and when you need to be in that area, to seek approval which is likely to be time consuming and hence delaying service delivery.

Funding implications

There is still a funding gap when it comes to donors; they are more interested in funding the activities and not the labor force. USAID for instance funds 2 field personnel and yet a minimum of 5 personnel are required in the field. This creates insufficient labor force.

Existing policies

FHRI has all the operational policies guiding human resource operations, finance, assets use, human rights issues etc. but are all currently under review.

Organizational strategies

FHRI is in its fifth year of implementing its seventh strategic plan (2012-2016) titled, 'Bridging Rights and values: Strengthening the Civic and Democratic culture in Uganda. This strategic plan has the following objectives.

- To monitor and document human rights practices in order to promote dialogue and respect for human rights and democratic development in Uganda.
- To promote sustainable access to Justice for the poor and vulnerable groups in Uganda.
- To promote the sharing of best practices in the administration of justice in the Great lakes region.
- To enhance the capacity of democratic structures with knowledge on legal rights, procedures, remedies and civic obligations.
- To promote electoral democracy in the run up to the 2016 general elections.
- To promote leadership development among human rights defenders in the Great Lakes region and finally, to strengthen the institutional capacity and sustainability of FHRI.

Human resources

Depending on the project, staff is outsourced; adverts are posted on the web and shared with other LSAPs. Interviews are carried out after receiving applications and then hiring takes place. Through recommendations; staff can also be hired. However, lawyers with practicing certificates are still lacking.

Report generation and information sharing

Information is generated by going to the field; there are walk in clients who visit the offices in person, also through references from police and former clients. This information is later shared internally through emails, to make reports and is shared on the website, publications etc. It is stored in client files, soft copies and there is also a management information system which is still struggling; not efficiently working. This needs to be reviewed.

Available equipment

All staff have access to a computer to ease reporting and information sharing and storage. The organization has own means of transport (Vehicles) but are not enough to serve all teams in need.

Technology adaptation in Legal aid

There is a toll free line which clients use. (0800100016). The organization has landline contacts and interlinked office desks; and staff have mobile phones. Internet is widely used at FHRI although modems are on and off because there are over 100 people using the internet. Wi-Fi band width needs to be expanded

TRAINING NEEDS ASSESSMENT

Key skills gaps

- Staff has limited skills in Alternative Dispute Resolution.
- Office management practices skills are lacking.
- Lawyers are outsourced when need arises.

Key skills requirements

Immediate;

Monitoring and evaluation in order to improve service delivery

Training in ADR is envisioned to improve service delivery and better case management.

Long term;

- Fundraising skills
- Office management and office practices
- Staff also pointed out the need for training in trial advocacy, Monitoring and Evaluation, fundraising skills as their long term career development trainings.

OPERATING ENVIRONMENT

If the proposed NGO bill comes to pass, it will interfere in the work of NGOs FHRI inclusive.

If the bill is passed in its current form, the autonomy and fundamental rights of NGOs will be at risk, and if their work is disrupted, they will be unable to hold the government accountable to its citizens.

On the political side leaders are uncooperative and have a misconception that NGOs have a lot of money. They refuse to cooperate until they are paid.

Since the elections are around the corner, awareness sessions are now politicized, people think the legal aid providers are politicians and some leaders use the platforms for campaigning. People end up thinking legal aid sessions are a waste of time.

On the societal scene, there are now more Legal Aid Service Providers than before, competing for the same facilities, funders and the competition is straining.

Presence of prostitute clients. In case of a delay in a case, a client goes to another Legal Aid Service Provider after spending the organizations limited resources. Clients are so impatient.

Witnesses are uncooperative. For example those who have been raped or defiled don't testify out of fear and shame hence not accessing justice. They worry about what society will say about them.

On the Economic side, when prices go high, procuring items becomes expensive, payment of utilities like electricity also becomes expensive. Projected funding from donors also reduces but staff always has to work within the available resources.

In districts like Kalangala, when someone commits a crime, they escape to neighboring islands and chasing such criminals becomes hard as boats are required. The police ask for fuel to help in the chase. The victims end up not accessing justice and perpetrators remain free.

FHRI pointed out the discrepancies in the legal system like disappearance of files, corruption, court adjournments and absenteeism of judges. These have to be addressed so that people can have faith in the legal system.

Networks, associations

FHRI is an active member of 15 networks and coalitions and networks including EAHRDP, HURINET-U, DENIVA, LASPNET, UCRNN, ULA, CCEDU, UGMP, CAT, CEAC, World coalition Against the Death Penalty, the East African Coalition against the Death Penalty, Uganda National Working group on Access to Justice, and the Uganda Coalition on Transitional justice.

FHRI is also affiliated to the International Federation for Human Rights Defenders.

In 2014, FHRI held leadership positions in some of these networks as shown in the table below.

Network/ Umbrella.	Role
East and Horn of Africa Human Rights	Chairperson, Board of Directors.

Defenders Project(EAHRDP)	
The East Africa Coalition Against the Death Penalty(EACADP)	Coordinator
Citizen's Coalition for Electoral Democracy in Uganda(CCEDU)	Chairperson Executive Committee
Uganda Child Rights NGO Network (UCRNN)	Chairperson Executive Committee
Federation for International Human Rights Defenders-Paris(FIDH)	Vice President
NGO Coalition for an effective African Court on Human and people's Rights.(CEAC)	Focal Point East Africa

BEST PRACTICES

The toll free facility installed in 2014 significantly eased access to justice for poor and vulnerable persons. Since the installation, over 2022 people have been assisted. The facility has facilitated access to legal advice, legal assistance and rapid response to legal and human rights regardless of where they are reported. The toll free number is 0800100016.

Legal rights awareness sessions: FHRI contributed to the overall awareness on land rights and procedures through legal rights awareness, training for local leaders and call in radio talk shows. A total of 2891 community members (892 female and 1999 male) were sensitized on various legal issues during the rights awareness sessions.

Because of the arduous nature of legal proceedings, mediation sessions are always recommended to reach agreements.

RECOMMENDATIONS

Legal aid involves the provision of free legal services for the poor and vulnerable. Legal aid extends beyond representation by a lawyer in a court to include legal advice and assistance on both civil and criminal matters. Legal aid is a right of every Ugandan citizen. Currently legal aid in Uganda amounts to a patchwork of services provided by state and non-state actors. In summary: There is a legal aid policy vacuum. There is no National Legal Aid body to manage legal aid service provision. The scope of state-provided legal aid services is limited and excludes the majority of persons in Uganda and the type of legal aid services of which they are most in need. Access to justice for the rural and urban poor as well as vulnerable persons is restricted due to poverty; access to lawyers is limited, especially in rural areas; and the basic lack of knowledge on procedures of access to justice and available providers of support services is a major complain. The Government needs to pass the Legal aid Law to address these gaps. In addition, the Government needs to take upon funding of legal aid because it is every ones right to receive legal aid. The proposal for government to commit a specific percentage of the GDP to financing legal aid should be pursued.

SUCCESS STORIES

FHRI legal aid team has positively impacted the lives of the poor and some of the most vulnerable persons. The following success stories illustrate the impact interventions made through the FHRI legal aid program had on the lives of beneficiaries.

Success story on mediation

A client approached FHRI seeking legal assistance regarding family neglect and abandonment by her father. Despite having multiple sources of income, including three rental units, the father of three children abandoned the family including an ailing HIV infected child. The family was at the verge of becoming homeless because the client's father acquired a loan using the matrimonial home as collateral contrary to section 39 of the Land Act (as amended). By the time the client approached the FHRI legal unit, the situation was dire because the father objected to any form of intervention in the matter.

Bearing in mind the arduous nature of legal proceedings, the urgency of relief for the family and the overall objective to contribute to good practices in the administration of justice, including reduction in case backlog, the FHRI legal team convinced the client's father to settle the matter out of the court system. FHRI organized a mediation session, which was attended by all family members. The parties reached a settlement, which made for the provision for family maintenance and medical treatment for the sick child. An agreement depicting the terms of settlement was signed and the parties were requested to report any deviation there from.

Following the FHRI intervention, the family reconciled. During a follow up visit, the legal aid team determined that the agreement was fully honored.

Success story on legal representation

The client, a landowner of land situate at Busege village, mawokota in Mpigi district. In 2012, the landlord sued him for trespass in Mpigi Magistrates court. The court ruled in favor of the client. Following the judgment, the Landlord continued to harass the Client constantly threatened eviction and arrest. In 2013, the client was arrested and detained for four days. Following the intervention of FHRI, the client was produced in court and charged with theft and trespass. FHRI secured bail for the client, pending completion of the trial. The client was acquitted of all charges in April 2nd 2014 and enjoys uninterrupted use of the land. FHRI cautioned the landlord that further harassment of the client would lead to prosecution. Both parties were advised to address all their grievances through appropriate channels.

21. **LEGAL AND CLINIC OF THE LAW DEVELOPMENT CENTER.**

Back ground and organizational structure

The Law Development Centre (LDC) was established by the Law Development Centre Act Cap.132, Laws of Uganda 2000. Currently, LDC has a monopoly on offering the Bar Course for persons that want to practice as advocates in Uganda. They also in addition offer the Diploma in Law and seven short courses related to the practice of law. The legal Aid clinic happens to be one of the activities and programs run by the Law Development center.

The Law Development Center is headed by the LDC management committee followed by the Legal Aid Clinic Advisory Board that reports to the committee. Below the Advisory Board is the LDC Director to whom the Head Post Graduate Legal Studies and Legal Aid and the Deputy Head Post Legal Studies and Legal Aid report. The Manager Legal Aid Clinic reports to the Head Post Graduate Legal Aid Studies and Legal Aid, while the senior Legal Officer, program officer, legal officer-district team leader, and the administrative assistant report to the Legal Aid Clinic Manager. The Legal Officer in charge of Litigation and in house counsel, the Legal officer in charge-Monitoring and Evaluation and the Legal officer in charge-Bar course training (clinical legal education) report to the Senior Legal officer and these are reported to by the legal assistant. Student volunteers, fit persons, reconciliators and community Legal Volunteers in kibaale, Kabarole, Masindi, Kampala,lira, Ibanda, Kamuli, Iganga, report to the Legal officer-District team leader.

Organizational mandate.

To provide legal education to lawyers and non-lawyers, undertake research in topical legal issues, contribute to legal reform, produce legal publications, teaching materials, law reports and also provide community legal services. The clinic's mandate is derived from LDC by statute. The core programme areas include legal aid, Training of Post graduate Lawyers, developing manuals and other IEC materials on legal aid, and research.

The legal aid clinic is charged with the duty of providing legal education in form of long and short courses to paralegals and the general public, Coordinating legal aid to indigent persons and organizing in-service training and refresher courses for LDC members of staff.

Key internal strengths

The legal aid personnel present are lawyers with experience and have been in the field for a very long time. Some are former students who passed through LDC and have handled many cases before. This limits outsourcing of services and reduces on expenditure.

Strategic location and ownership of home/premises with sufficient land for expansion. There are no worries of eviction because of failure to pay rent, nor are there worries of the land being sold some day.

Committed and dedicated legal officers under the project, who work hard to ensure that the mandate is fulfilled.

The ability to reach communities outside Kampala for example fort portal, Kagadi, Iganga is an internal strength of the clinic. It is made possible through making use of Student volunteers, fit persons, reconciliators and community Legal Volunteers who are at the grass roots.

Available opportunities

Society is full of the needy for example poor women. It is an opportunity in a sense that there is always someone out there in need of assistance and this creates work for the clinic.

Partnerships and memberships with JLOs and LASPNET: it is through partnerships like this that the clinic is able to get funds and capacity building.

Internal weaknesses

Lack of sufficient support on the administrative staff, for example accounting services. LDC handles so many programmes and Legal aid is just one of the many. Resources become strained in the long run.

The clinic has one old minibus and no other vehicles. They are hired when need arises but this is costly.

Threats

There were no identified threats to the Clinic as an independent organ but rather those of LDC as a whole. They include;

- Monopoly of conducting the Bar Course leads to complacency
- Increasing pressure to liberalise the conduct/teaching of the bar course
- Funding constraints from having limited variety and number of sources
- Competition from other service providers that now conduct short law courses
- Negative publicity in the media and perceptions amongst public and stakeholders
- High failure rates for the bar course despite implementing pre-entry examinations
- Declining academic and ethical standards of students leading to examination malpractices
- Lack of capacity to absorb the ever increasing number of LLB graduates

FUNDING IMPLICATIONS

Government financial support has remained stagnant at about 29% of LDC's budget despite the growing student numbers. Given the growing burden of universal education programmes

across different levels, contribution from government is unlikely to improve significantly over the next planning period, and is indeed likely to decrease

While there is great donor interest in funding and nurturing institutions that support good governance, LDC has not been able to directly tap into this area. LDC does access some donor funding through the JLOS basket. This is only a start and LDC needs to come up with a plan to attract and leverage more donor funding in its various activities.

Strategic plan and objectives

The LDC has a strategic plan 2013-2014/2017-2018 with the following strategies;

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

Staff sourcing, hiring

Hiring is done internally and it's mainly the students who apply. The appointments board and management committee is in place and the lower staff is hired by human resource committee headed by the director

Report generation and information sharing

Information is got from the field and also from the walk in clients. The clinic has periodical reports on project activities in case of any evaluation need. It is shared through memos, emails

Financial information is stored on hard drives

Available Equipments

Laptops and desktops are available. Additional support is sought from LDC when needed. Desk phones are not enough and sometimes mobile phones come in handy. And there is no toll free line.

Technology adaptation in legal aid

The clinic boasts of Internet access with wireless network and high speed wired network.

TRAINING NEEDS ASSESSMENT

Key Skills gaps

- Lack of training for staff in response to growing legal aid needs
- Counseling and guidance of clients
- Inadequate training in legal aid service provision
- Data analysis skills
- Good public presentation and communication
- Report writing skills
- Management and accounting
- Limited continuous training in the various areas that the clinic engages in.
- Coordination skills
- Motivation skills are lacking
- Capacity and furtherance of legal aid services in legal matters is uncertain
- Lack of continuous training in legal aid service provision
- Awareness of the public about legal aid services is minimal
- The functions that are outsourced are
- Research and report writing,
- Management and accounting,
- Coordination.

Key training needs.

Immediate

- Counseling and guidance of clients
- Data analysis skills

- Good public presentation and communication
- Coordination skills
- Research and report writing
- Management and accounting
- Post graduate diploma in social justice to improve skills and knowledge in social justice
- Training in coordination for efficiency
- External internship in financial management for proper accounting
- Office management for better information delivery
- Training in monitoring and evaluation
- Better skills in conducting ADR sessions

Long term

- Record keeping and management
- Team building
- Storage and update of data
- Proposal writing and project management
- Public speaking
- More knowledge on children's rights
- Training on organizational management
- Masters in public administration
- Masters in Law
- Studying social justice
- Masters in counseling and guidance

Training method and venue

The staff suggested training methods were workshops, in house training, External Workshops, post graduate diplomas, short courses and masters' degrees. The commonly suggested venues

of training were work stations, hotels and training institutions like Nsamizi, Uganda Management Institute and Makerere University Kampala.

Funding for training

The interviewed staff suggested that training should either be cost sharing, free of charge or by the hiring entity.

OPERATING ENVIRONMENT

The clinic operates in the same sphere with NGOs. So once the NGO Bill is passed, its effects will be felt by the clinic. The restrictions going to be imposed on NGOs will be felt by the Clinic.

In this period of elections, staff members are advised to show neutrality without favoritism to any political leaning. The political environment does not affect the clinic because the clinic tries as much as possible to stay away from politics.

Uganda has experienced rising inflation, reaching a maximum of 30.5% in October 2011 from nearly 0% inflation a year earlier. While prices of items that support daily life like food, transport, rent, clothing, school fees, etc. continue to go up, employers do not adjust salaries to reflect this. The result is agitation for better pay from various sections of employees like teachers and health workers some of whom sponsor LDC students.

Socially there is more awareness about rights and people come out and exercise their rights. For instance in cases of widow inheritance, widows can openly come out to fight for their inheritance rights. People are more vigilant.

Technological factors are a major driver for operational change and efficiency that can be used for competitive advantage. LDC needs to invest in better ICT infrastructure and equip both students and staff with requisite skills in order to thrive in this new era.

LDC needs to invest in better ICT infrastructure and equip both students and staff with requisite skills in order to thrive in this new era.

The Internet is an increasingly important medium for both branding and communication, allowing LDC to advertise, market and promote their brand not only internally but also to the external world. LDC's web presence is still at the best very poor.

There are a growing number of mobile subscribers in Uganda, with many of these devices in the hands of students and staff. They provide an opportunity for LDC to reach out and engage them 24 hours a day as part of the teaching and learning process

On the environmental side, Uganda's population is projected to exceed one billion people by 2100 (up from 33M in 2010), if total fertility rates were to remain constant at their 2010 levels (6.4 children per woman). Even if this slows down as other factors come into play, institutions like LDC will have to contend with an increasingly high number of people seeking training during the planning period and beyond. This will affect the operating environment.

On the legal side, LDC has a court so there is no need to go far in search of courts. Noted in other courts are the case backlogs in other courts. People are slowly losing faith in the justice system because of these delays.

Another important legal factor to note is the turnover in the system, judges are often changed and so they have to be brought on board whenever there is change. This causes fatigue.

Key networks

Key network	Key advocacy issues	Key achievements	Collaboration challenges
LASPNET(Legal Aid Service Providers)	This creates a common voice to share challenges, have meetings, share information, give latest updates on new laws and trends		Time is a limiting factor since there are so many activities to implement, staff have demand, they have to meet deadlines, field work, submit reports
JLOS(Justice, Law and Order Sector)	Issues regarding funding.		

RECOMMENDATIONS

The legal aid clinic needs to connect to the Information Management System of LASPNET for easy flow and management of information.

The clinic also needs a toll free line for clients to call freely and receive feed back there and then.

The clinic needs to review re numeration for staff to increase motivation. For example their basic pay, medical facilities, transportations e t c. This is envisioned to increase efficiency in productivity and help to retain.

Legal aid providers need to be good listeners and avoid rushing to prescribe solutions to their clients.

22. MICRO JUSTICE UGANDA

Organizational structure

The top most position is held by the Board of Directors responsible for ensuring that the organisation's mandate is fulfilled. Below the board is the Executive Director responsible for overseeing the day to day activities of the organisation. Below the Executive director are; the manager of legal aid, manager Human resource and Manager Finance and administration. The legal officers report to the manager Legal aid while the support staff report to the finance and administration manager.

Organizational mandate

Micro Justice Uganda is mandated to engage in and support initiatives that bring about social and economic justice as strengthened by legal aid. The organisation's areas of focus are, promoting initiatives that uphold the individual's and communities' contribution to, participation and subsequently enjoyment of national development outcomes e.g. value addition programs/trade promotion, tenable micro financing contracts etc.

Promoting mechanisms that eliminate excessive conditions that deter the attainment of adequate standards of living among individuals and communities e.g. advocacy for pro poor, land administration.

Enhancing mechanisms that streamline equity, harmony and prosperity as fruits of access to justice e.g. adjudication of land conflicts.

Specific activities of Micro Justice Uganda are community dialogues and Research and advocacy.

Key Internal strengths

Existing structural and procedural frameworks coupled with solidified team work.

Existing opportunities

The growing number of legal aid service providers increases synergies of collaboration from which knowledge and experience is sourced to usher solutions to work related challenges, shape new ideas and advance causes that benefit both the organization and the people they serve

The upcoming National legal aid policy is going to set a framework of operations of Legal aid service providers.

Internal weaknesses

Capacity gaps particularly in the legal team. The legal team particularly lacks capacity to settle cases out of court.

Human resource gaps are also present and this is attributed to inadequate funding as staff cannot be recruited or sustained.

Not fully utilized publicity or information dissemination mechanism e.g. delayed reconstruction of the website.

Threats

Narrowing space for civil society to operate freely may let organization not to handle some cases e.g. politically biased cases thus breeding selective legal aid.

Limited/narrow access to donor funding may hamper the desired capacity and scale of operation of the organization.

Organizational policies

- Human Resource policy,
- Financial administration policy,
- Non-discriminatory policy - Any failures to attend to a particular client or a section of people on discriminatory grounds such as culture, faith, age, sex orientation etc contradicts the whole concept of enhancing access to justice particularly through legal aid. And any breach of the operating policies indirectly hinders access to justice

Organizational strategies

- Focus is on the indigent vulnerable persons.
- Field visits or outreaches to give room to reach the poor and marginalized in need of legal aid.
- Offering free services
- Research to bring forth findings about the targeted indigent for better planning and tailoring of legal aid services as they are required.

Human resources

Management involves Admin and finance, Programming, officers and Legal officers. This combination of expertise compliments each other in the execution of duties of providing legal aid services. Staff are sourced through public media such as newspapers, and out sourcing; recruited-through a specified interview process; retained-through attempting to enhance an affordable conducive working terms and environment. Dismissal is also through a process stipulated by the human resource policy.

Report generation and information sharing

Information is generated through Research, shared information, and use of online library. This information is used to construct reports. It is shared through publications, IECT material, electronic systems e.g. emails, social networks-face book etc

Available equipments

Computers and a Printer

Communication is made using email and phones

TRAINING NEEDS ASSESSMENT

Key skills gaps

- Staff pointed out lack of skills to settle cases outside of court. Services of Monitoring and Evaluation and Project evaluation are outsourced.

Key training requirements

Immediate;

- Mediation training in order to reduce cases taken to court
- Trial advocacy to improve clientele representation in court
- Lobby and advocacy

Long term;

- Monitoring and Evaluation, and human resource management. Further more staff expressed interest in undertaking masters in Law and in management.

Training method and venue

Short courses should be preferred, and lecture training method according to staff. Staff also suggested the training be held either at a hotel or college.

Funding of the training

The interviewed staff unanimously agreed that training be free of charge.

OPERATING ENVIRONMENT

The upcoming NGO policy monitoring the operation of an NGO by for example a political arm such the RDC is unhealthy.

The upcoming funding of legal aid by the state does not clearly indicate support to non-state legal aid service providers.

The political environment is becoming fragile, creating fear with limiting the functionality of enhancing access to justice especially for legal aid.

Economic strains to donor nations affect both the amounts of money as well as the donor priority funding areas.

The planned areas for funding assessed based on the local or target needs may not necessarily be funded because of the factors restricting the amounts of funding from donor nations. This also applies to the changes trends for example the discovery of minerals diverted the focus of the donors.

Socially, there is general feeling that lawyers in legal aid are less capable of handling a case successfully as opposed to privately practicing lawyers.

Technology is being embraced through use of digital gadgets such as phones for legal awareness, alerting/caution etc, Setting up platforms for dialogue etc...

On the legal side, Corruption hampers fairness in the chain of accessing justice.

Politically charged cases or allegation are becoming tricky for legal aid to support.

COLLABORATION

Collaboration

Key network	Key advocacy issues	Key achievements	Collaboration challenges
LASNET	Advocacy and capacity building	Participated in the National legal aid policy advocacy	Time because of clashing programs
NORTH UGANDA LAND PLATFORM	Land rights	Influenced the National land policy	

BEST PRACTICE

Collaborative practice for referral and advocacy is considered the best practice because each player has an advantage to utilize to achieve a common agenda.

Joint ventures on policy advocacy yield much more than when managed single handedly. The shared learning breaks what seem to be barriers.

RECOMMENDATION

There is need to utilize technology particularly for awareness rising and financial support is needed is needed to adequately boost that area.

23. NATIONAL UNION OF DISABLED PERSONS

Back ground and organizational structure

The National Union of Disabled Persons of Uganda (NUDIPU) is an indigenous umbrella Non Governmental organization of Persons with Disabilities (PWDs) that brings together all disability categories including sensory, physically and mentally impaired people. NUDIPU was formed in 1987 when the then existing associations of PWDs came together to break the tradition that tended to treat them as objects of charity and medical care. Before NUDIPU was formed, the voice of PWDs was scattered, a scenario that left the disability issues isolated from the society's main development priorities.

At the top most level, there is the Board of Directors below which is the Management team headed by the Executive Director. The heads of departments report to the Executive Director, while the staff assistants in turn report to the Finance and Administration department.

Organizational Mandate:

NUDIPU derives its mandate from the membership of district based disability associations and National Disabled Peoples, which is; provision of Justice to people with disabilities for the full realization of their rights and inclusive development through support and advocacy. NUDIPU seeks to create a unified voice for PWDs for the full realization of their rights and inclusive development through support and advocacy. The four key areas of focus are, Economic Empowerment, Disability and Human Rights, Disability and HIV/AIDS, and Capacity building.

Summary of activities NUDIPU carries out are;

Networking and coordination, Advocacy, Rights based approach, Capacity building, Research and documentation, Gender and Youth Mainstreaming.

Key internal strengths

Competent and skilled team that understands the value of team work although each member has the capacity to work individually with or without supervision.

Financial support from donors for the cause of PWDs. It is these funds that aid NUDIPU in fulfilling its mandate of protecting the rights of PWDs and also empowering communities by setting up income earning projects for PWDs.

Networking - NUDIPU believes that networks are platforms for acquiring knowledge and experience through trainings and capacity building.

Opportunities

Disability is an area of interest that attracts funding, and key partners are ready to support e. g IDF (International Development FUND)

Weaknesses

The limited funding has various implications. This for example has caused shortage of workers and therefore NUDIPU works with a limited labour force, which is strenuous. In addition, many clients not served and many areas unreached.

External threats

Barriers in the legal system - addressing cases of PWDs takes long and as a result, most PWDs have given up on justice.

Limited interpreters and even those that are available do not possess the necessary training needed to handle all situations.

Access to Courts is hard .Most PWDs use wheel Chairs and can't access court rooms in buildings without elevators. The absence of these facilities in courts is a big challenge. PWDs do not see the need of taking their cases to court if they cannot access them.

Funding implications

Most donors' interests align with the interest of NUDIPU which is to realize the rights of PWD's.

Policies

- Human Resource policy that delineates expectations and behavior of staff and the consequences of non compliance.
- Financial policy gives guidelines relating to finance and finance management.
- When need is identified to get an extra staff member, Adverts are made, applications received, interviews are carried out and hiring takes place there is a committee responsible for hiring). One is retained based on satisfactory performance.

Strategies

NUDIPU may not have a strategic plan yet but has the following objectives.

- Mobilize PWDs to form groups and organizations for collective social action.
- Influence the formulation of disability-friendly legislation, focusing on relevant Acts of Parliament, national policies, policy implementation guidelines and by-laws.
- Improve on the social and economic situation of PWDs through support for employment opportunities.
- Promote the delivery of services to PWDs through networking and collaboration with Government and other service providers.
- Enhance awareness on the needs, limitations, potentials and rights of PWDs so as to improve and/or change society's attitude towards them.

- Promote the inclusion of PWDs and their interests in mainstream development through removal of social, information and physical barriers in the political, economic, social and technological environment.

Human resources

NUDIPU team is composed of lawyers, human resource experts, project managers.

Report generation and information sharing

Baseline surveys and needs surveys are carried out. Through membership on the grassroots, it is easy to identify the needs of PWD's. This collected information is compiled to make a report. NUDIPU boasts of a database for storage and a filing system. It is shared through publications and internally through emails.

Available equipment

All staff have access to working space. There is computer access for all staff. There are a number of 4x4 field vehicles (estimated at 4) and a few other ordinary smaller urban based vehicles.

Technology adaptation in legal aid

NUDIPU staff members have access to Internet. However, the internet band width is small and needs to be expanded. There is usage of office phones although there is no toll free contact line.

TRAINING NEEDS

Key Challenges

- Lack of skills for handling the hearing impaired PWDs. Sign language interpreters are always lacking whenever required so they are hired at a fee and are carried to the field where the activities are to take place especially those for the deaf and dumb.
- Lack of fundraising skill which is necessary when asking for funds for a project especially in line with legal redress for PWDs and indigents.
- Lack of skills in project planning and proposal
- Low lobbying skills to meet the targets required
- Lack of good mediation skills although all mediations conducted have been successful
- Lack of technical experience in handling land issues/disputes. This is a very sensitive issue that NUDIPU would like to engage in but lacks the necessary skills.

Key training needs requirements.

Immediate

- M&E training to enable monitoring of the different field activities e. g after community sensitization, one is able to monitor whether local leaders are helping the PWDs in their area and evaluate the impact of the meetings and performance of local leaders.
- Project planning and management to improve knowledge on project work and help in long term strategizing and planning activities in line with the mission, vision, and objectives of NUDIPU.
- Fundraising skills training in form of a workshop at a hotel, free of charge. This will make writing a proposal to ask for funding easy.
- Proposal writing training in form of a two week workshop at the work station or even a hotel funded by the hiring entity to acquire knowledge on proposal writing.

Long term;

- Short courses for staff in thematic areas that arise in the areas of operation,
- Training of sign language interpreters,
- More training on project work,
- Financial management skills.
- Proposal writing skills. As a donor funded organization, NUDIPU needs to keep looking for funding strategies since projects come to an end yet there is a lot of work to be done on issues of PWDs.
- Monitoring and evaluation skills to enable monitor the progress of activities once completed.
- Project planning and M&E, and also learning how to come up with advocacy tools which will help plan better for the different activities.

OPERATING ENVIRONMENT

There is not much awareness creation to politicians but those who are aware are always willing to help. The political environment generally favors PWDs.

Inflation causes constrained budgets which lead to reduction in target activities.

Socially Before, the reception of PWD's was hard but now PWD's are represented on local councils, districts and even in parliament.

Parents are educating their children who are disabled, PWD's are being employed and there is continued awareness and sensitization

There is no much technology favor for PWDs. Most buildings in the country including courts do not have facilities to enhance movement for people with disabilities. They have long stair walls that PWDs are not able to use unless they are just carried.

Networks

Network	Key advocacy issues	Key achievements	Collaborative challenge
LASPNET	Issues of protecting rights of PWDs	None	None

Best practices

Legal representation: Using paralegals that go to grass roots for research and mediation and help prepare documents for lawyers before trial. This has worked well because many cases are being completed and also cases have increased because of increased sensitization.

RECOMMENDATIONS

NUDIPU needs to put more emphasis on research, make more use of legal aid clinics and LASPNET should build capacity of member organizations by providing up to date information on laws.

The budget needs to be increased. Funding is quite challenging as DGF takes long to respond when contacted. *When Emails are sent, DGF takes long to respond. For instance, Research which was meant to begin in May is still on hold waiting for DGF response. Most activities have a budget that is not yet approved and so they are being held up. DGF needs to respond as quickly as possible when contacted.*

24. PUBLIC INTEREST LAW CLINIC

Background

PILAC was set up in January 2012 becoming the first University based law clinic in Uganda. It is now one of the centers at the school of Law; Makerere University Kampala. It was born out of the need to re-engineer the training of law students to produce Law graduates with public interest lawyering skills.

Structure

At the top of the pyramid, there is the Executive Director who is responsible for the overall management of the organization and handles legal matters. Below the executive director is the Programme Coordinator responsible for implementation of all field activities, reporting and grants liaison reports to the Program director. The clinical legal education officer reports to the program coordinator and the assistant instructor reports to the clinical legal education officer. The legal aid manager responsible for overseeing the legal aid programs reports to the project coordinator. Below the legal manager are the legal assistants who assist the attorneys in delivery of legal work. The project administrator reports directly to the program coordinator

Senior Accountant responsible for financial management and supporting grants compliance reports to the Program director. Assistant accountant reports to the senior accountant. The driver, office assistant all report to the programme coordinator who reports to the Executive director

Organizational mandate

To promote social justice through a hands on experimental learning as well as exposing students to “live” cases of individuals who have been confronted by the law and its varied manifestations. PILAC ‘s core program areas are, ILAC Activities, Clinical legal education, Community law project and mobile clinic, Guest lecture series and Public speaker series. Below is a summary of PILAC’s activities

PILAC offers continuing legal education where students are practically taught,

Community law program providing legal literacy to communities and mobile law clinic where legal counseling is done and trainings on public interest litigation

The clinic has a Clinical Legal Education program which is a hands on learning programme intended to equip law students with public lawyering skills

The clinic also runs a special internship and a public lecture series as some of the ways of giving students the opportunity to interact with international and local practitioners and human rights based organizations to enable students learn from real experiences of people in the field.

PILAC has also extended the benefits of hands on practical learning through the establishment of a Community Law Program mobile Clinic which is used to extend legal literacy sessions and other legal aid services to the communities around the university. The students are involved in conducting legal literacy trainings, community outreach sessions on basic rights, and advocacy skills under the supervision of PILAC Staff who provide legal assistance to communities.

As part of its activities, PILAC also runs a moot program which offers students with an opportunity to argue real cases and apply legal norms studied in class to practical overarching legal issues.

Beyond this, the moot program also helps build and strengthen networks of young lawyers committed to litigation of public interest and human rights issues before national, regional and international courts. Every year, an internal moot court competition is held at the school of law with teams of two (2) competing against each other. From this, the best teams are selected to represent the School and the University at different competitions at national, regional and international level.

Part time advocates and students are used in provision of Legal aid.

PILAC has also established a Public Lecture Series as one of the ways of giving students the opportunity to interact with both international and local practitioners and for students to learn from real experiences of people in the field. A Guest Lecture programme targets CLE students who are given an opportunity to interact with a practitioner once every week.

Key internal strengths

PILAC boasts of a strong network of people; part time advocates that have law firms and also other LASPs for example Muslim Center for Justice and Law. This creates a holistic service and strengthens activities.

Internally, PILAC has committed staff that include academic staff and legal practitioners. The staff are dedicated to fulfilling the mandate of the organization.

Weaknesses

Some human resource capacity is still lacking especially monitoring. PILAC lacks an M&E officer to manage and implement the performance-based monitoring system to ensure that the project targets are met and a database manager who should be responsible for the way the organization manages, organizes, stores and accesses its information.

External threats

When University students strike, work is affected as offices are closed and the students are not available for work.

Funding and implications

Donors and PILAC are well aligned when it comes to interests; of advancing justice and legal education in a practical way where students get hands-on training.

In addition to the critical institutional support provided by the School of Law (MUK), PILAC has benefitted from the generous support of donor organizations that value PILAC's vision, mandate and goals. These include the UN Office of the High Commissioner for Human Rights, Uganda; Human Rights Development Initiative (HRDI), South Africa; Democratic Governance Facility (DGF), Uganda; and an anonymous philanthropic donor institution.

Organizational policies

- Legal Aid Code of Conduct that streamlines the way legal aid providers and students under the programme should handle themselves.
- The Human Resource policy is for the whole university and not PILAC as an institution.

Strategic plan

It is still a draft not yet launched but it outlines milestones PILAC needs to achieve for example having a vibrant walk in clinic to offer high quality legal services.

Human resources

Advocates that have skills in different areas for example land law, family law and human rights form the PILAC team. These include the Continuing Legal Education (CLE) senior instructors, CLE instructors, technical advisors. Recruiting for more human resources is done through the network of Public Interest Lawyers, communication with other LASPs, placing adverts in Newspapers, staff can be sourced if need arises. After the shortlist, interviews are made and the best candidate is selected based on the Gender Element and the interests of the clinic.

However there are staffing gaps in the areas of project planning and management, fundraising and database management.

Report generation and information sharing

Reports are generated through research, community outreaches in areas around the University like Kikoni, Kikubamutwe, Katanga, and Kivulu. Fliers are sent and then the local councils are written to, to inform them of PILAC's intended activities.

PILAC has a list-serve (data management system) to share and send information. There is a drop box to store information and also on soft copies electronically and on hard copies.

Available equipments

PILAC has a public address system. Tents and vans are hired when required. All staff have access to either a computer or a laptop. Office premises are located within the University. PILAC has a contact landline and all staff have mobile phones. The office is connected to the university internet network, available almost all the time.

TRAINING NEEDS ASSESSMENT

Key Skills gaps

Skills in enabling clients to settle case out of court are lacking; and services of M&E and Project evaluation are outsourced.

Immediate;

- Mediation training to help reduce cases that are taken to court.
- Training in Trial Advocacy will improve clientele representation in court.
- Training is also needed in lobbying and advocacy.

Long term;

- Monitoring and Evaluation
- Human resource management.
- Masters programme and developing a careers in management.

Training method and venue

- Staff suggested any form of training would do, and it should be done in a college or a hotel.

Funding of the training

- All the interviewed staff members suggested the trainings be free of charge.

OPERATING ENVIRONMENT

The lack of Legal aid policy is still an issue; since it remains that there is no legal aid framework in which operations can be carried out.

The Public Management Act that stipulates for public gatherings to seek permission from the police causes delays in executing public legal aid clinics and mediations.

The proposed NGO bill will affect the independent functioning of PILAC partners, and once partners are affected PILAC also gets affected.

Inflation;

- Causes Budget conflicts, on whether to put more of the funds in research or training.

- Salaries of staff are affected since inflation reduces money value
- Procuring items becomes expensive to the extent that PILAC has to forego some items and this is an impediment to the delivery of legal aid service.

On the social scene, the law on bride price has generated a lot of interest in society and women especially are excited because of no refund of dowry items after divorce or separation. The role of PILAC in this issue is to create awareness and let society do the rest.

The environmental concerns can be looked at in a perspective that during university strikes, offices are closed and if not, property can either be stolen or vandalized.

Technology is the mostly used venue of communication in this era .PILAC as part of barefoot lawyers and other LASPs need to embrace ICT.

PILAC noted corruption in the justice system as an impediment to access of justice

NETWORKS

NETWORKS	Key advocacy Issues	Key achievements	Collaboration challenges
LASPNET	Legal issues	Consulted on the legal aid policy	
GLOBAL ALLIANCE FOR JUSTICE EDUCATION	Justice Education		
Network of Public Interest Lawyers (NETPIL)	Public interest lawyering	<p>PILAC participated in forming the network, running programmes with other lawyers from other organizations.</p> <p>PILAC is on the steering committee, conferences are held every two years attended by all universities and they talk about legal issues</p>	

BEST PRACTICES

Use of students - the student alumni are in top positions; with some having furthered studies at Harvard and returned to form own organizations and firms in their communities. Legal assistants are students who passed through PILAC. So training of students is a good strategy for PILAC.

This model has worked well but it needs to be strengthened through financial, equipment and human resource support to make work more vibrant and visible.

RECOMMENDATIONS

More funds are needed for capacity building and attaining the missing resources like human resources.

25. PLATFORM FOR LABOUR ACTION (PLA)

Organizational back ground and structure

PLA is National Civil Society Organization founded in 2000 to promote the human rights of vulnerable and marginalized workers in Uganda including children in exploitative forms of work, children at risk of exploitation, vulnerable and marginalized workers infected and affected by HIV&AIDS, women, men, youth, low income earners(below 300,000) Uganda shillings per month.

The Board of trustees holds the top most position with the Board of Directors reporting directly to the trustees' board. There is an advisory committee that comes after the board of Directors. These give advice to the country director, although the director reports to the Board of Directors. The board is composed of 9 members (3 lawyers, 2 accountants, 3 social workers and the Executive Director as secretary to the board). The board provides strategic direction to the organization and helps in resource mobilization. The board is active and meets quarterly. Below the country Director is the Executive Director who has an assistant; the executive assistant. Manager Finance and Administration, Manager Research and Knowledge Management, and Manager Social Protection Rights and Accountability report to the country Director. The Senior Accountant, Human resource officer and Administrative officer report to the Manager Finance and Administration, with the Accountant, Accounts assistants reporting to the Senior Accountant and the support staff reporting directly to the Administrative officer. The Monitoring and Evaluation Officer, Communication Officer and programme officer Advocacy report to the Manager Research and Knowledge Management. Below the Manager Social Protection Rights and Accountability are the Programme Officers and Legal Officers. The Programme Assistants report to the Programme Officers while Legal Assistants and Clerks report to the Legal Officers. CBOs, Community Volunteers, District Local Governments, and Community beneficiaries supplement PLAs work and report to the Programme Assistants, Legal Assistants and the Programme officer Advocacy.

Organizational mandate

PLA's mandate is to give protection to vulnerable and marginalized workers. The core programme areas of Platform for Labour action are; community outreach, Research, Legal aid, Advocacy for Human rights and support for vocational and formal education. Platform for Labour Action provides capacity building for adjudicators Quadhi courts; legal empowerment targeting marginalized Muslim groups for example women.

PLA is involved in Protection and promoting the rights of the vulnerable and marginalized workers through empowerment of communities and individuals.

PLA offers legal aid and advice to walk in clients at the secretariat and also in communities.

Through Alternative Dispute Resolution processes and round table discussions, Labour disputes are solved. Free court representation is the last resort after failure of peace talks.

PLA also carries out human and labor rights education through outreach and community awareness sessions, radio talk shows, dialogues and debates.

PLA assists workers to recover their unpaid wages, workers compensations, NSSF benefits among others.

Empowering PLA target groups with livelihood and entrepreneurship skills for better economic and social transformation. For example tailoring skills, shoe making skills among others.

PLA works closely with community structures such as task force members, human rights advocates, peer educators, local leaders and police to reach out to the vulnerable and marginalized workers with awareness messages on their rights and enable them access justice in case they are abused.

Internal strengths

Competent and committed staff members, who are talented, with the essential skills and abilities for getting work done. The staff members have the capability of collaborating effectively and the ability to adjust to adversity and challenges.

Existing policies that provide the framework within which the organization operates. They define what the organization does and how it's done. Clear policies and procedures support effective decision making because they provide guidelines on what people can and cannot do, what decisions they can make and what activities are appropriate. A clear policy framework means there will be fewer misunderstandings or debates about what to do in particular situations and there will be transparency and consistency in the way the organization operates and makes decisions.

Good management team that holds together the company. They are responsible for keeping a positive and determined mindset. In addition, they provide open communication between the team and management. This leads to a greater trust and commitment and a greater drive for the organization's success.

Internal weaknesses

Limited finance - these sometimes hinder the effectiveness and efficiency of the organization's work as some targets are not met in the required time due to lack of resources to effectively take care of the set targets.

External opportunities

Publicity: PLA is well publicized, It has a website, makes publications and so it is well known and its activities.

Partnerships with different CSO's like HURINET, NGO-forum, ministry of Gender, Labour and Social Development, Local Government, and Police and local leaders to sensitize workers on their rights.

Threats

The NGO bill will restrict the scope of work of NGOs if it is passed. It will require NGOs “not to engage in any activity which is contrary to the dignity of the people of Uganda. If this bill is passed in its current form, it will obstruct the ability of all Ugandans to work collectively through local and international organizations on any research or advocacy that may be deemed critical of the government. As observed by Nicholas Opio, Executive Director of chapter four Uganda, The bills Vague and overly broad provisions open the door to silencing peaceful government critics and activists of all sorts.

Low awareness levels among the marginalized workers. Since there are so many country wide, it is hard to access them so they continue being oppressed and get no justice.

Government is promising to give free legal Aid .This will cause duplications the Legal aid service providers are already many.

Funding implication

Donors fund in relation to the interests and priorities of the organization.

Organizational policies

Legal Aid hand book that lays down procedures to be followed, for lawyers in PLA to deliver services efficiently and effectively.

Human resource policy: This streamlines activities in order to facilitate the process of service delivery and spend less time trouble shooting and more time doing.

When PLA is in need of a new member of staff, adverts are placed online and through networks. Applications come in and both oral and written interviews are carried out after which, Background checks are done and one is hired. PLA administers a one month training thereafter and when the employee fulfills his/her obligations, a six months probation is give, and after the six months, he/she is either given a contract or the probation period is extended.

Organizational strategies

- Worker rights sensitization using door to door awareness raising to attend to workers like site construction workers. Also use TV’s, Radio shows to reach a wider population
- Empowering communities where the targeted groups live, in order to provide grassroots protection and assistance to their members and achieve multiplier effect on the society.
- Establish partnerships and cooperation with worker's organizations, in order to ensure effective implementation of their mandate.
-

- Protecting rights of individuals from the target groups and assisting them to realize their full potential in the society.
- Monitoring the development and implementation of existing policies, regulation actions and reforms; and making recommendations in relation to existing and potential gaps therein.
- Enhancing the capacity of PLA and our partner CBO's in order to effectively respond to the needs of the target groups.

Human resources

- Lawyers who ensure that employers compensate the oppressed children and other workers,
- Monitoring and evaluation officers,
- Human Rights officers,
- Social workers offer psycho-counseling to the children in labor
- Finance and Accounting officers

Report generation and information sharing

Research and knowledge, through advocacy: Field officers undertake baselines, do research and the measure the impact of the work. Reports are developed and information amassed. For storage, PLA has resource centers where printed and published reports are stored for ease of access. Information is shared on Emails, website, Newsletters and Annual reports. It is also shared through stakeholder workshops organized to disseminate results of findings. After the report is launched, the media picks up and disseminates if further to the world audience.

Available equipments

- Legal Aid hand book
- National policies,
- Computers,
- Toll free line
- Digital system (sending messages to clients)
- Legal Aid information system where client data is stored
- Vehicles although sometimes vehicles are hired to pick field officers from the field so that they are not delayed.

- Office space is okay although expansion would not be a bad idea.

Technological adaptation to legal aid

All staff are conversant with and use e-mails for (internal and external) communication. PLA has contact landlines, staff have mobile phones and all messaging and chat platforms are utilized.

TRAINING NEEDS ASSESSMENT

No skills challenges were mentioned for the existing staff although IT function for the legal department is still outsourced.

Key training needs requirements

Immediate;

Considered as a skill staff might need, Policy Analysis was mentioned as a skill that could help staff better the current ability to influence policies so as to increase engagement with policy makers

Long term;

In the long term, litigation, advocacy, project monitoring and advancement in the field of communication were viewed as important skills to have looking at the mandate of the organization.

Training method and venue

A short course held at an institution of learning was seen as the most appropriate

Funding of the training

Staff members were all of the view that the organization funds this training because in the long run, the skills will enhance performance and effective service delivery, maintaining the organization's reputation.

OPERATING ENVIRONMENT

In the period of political campaigns and the legal awareness sessions run the risk of being politicized. People ask for transport refund and refreshments after the awareness sessions and the politicians use the platforms for campaigns.

Inflation strains the budget and the organization ends up spending more than earlier budget. Layoffs at work happen because the organization's budget being constrained and cannot sustain the workers.

Inflation further creates deficits for instance when an organization makes a strategic plan for 5 years and inflation arises after receiving funds, deficits are bound to happen.

In areas where there is heavy NGO activity, e.g. in Northern Uganda, since NGO's gives money, people expect the same from Legal Aid Service providers and they end up not attending the awareness sessions when they get to know that there is no money involved.

Technology is playing a powerful role especially on social media since even most youth embrace social media. PLA needs to embrace technology change. There is increasing use of phones, sms and Emails

The law council is not fulfilling its obligation of clearing the LASP's and yet it is supposed to regulate lawyer issues. Clearing is a prerequisite for being given a practicing certificate. There is no inspection on the part of IASPNET and hence no practicing certificates. By August, there was no any form of clearing. A judge is at liberty to walk in and close the office since its operating without a certificate (practicing). This affects the credibility of the institution in courts when a judge asks for the certificate before handling a case and the organization does not possess one.

Labor offices are undermined. The industrial court is not fixing cases; cases are being delayed because of limited staffing levels.

Corruption in Police: Police prefers handling cases of the rich while the poor are referred to PLA. In addition there are common occurrences of files disappearing. Someone can be detained for 3 days without a file. Detainees are not given bond or bail. Priority is given to the rich

Networks

Associations	Level of engagement	Key advocacy issues	Key achievements	Collaboration challenges
Uganda Social Protection Platform(USPP)	PLA is on the steering committee	Pension liberalization		
Human Rights Network.(HURINET)	Board member organization	Issues on protecting human rights.		
Coalition on Domestic Violence	Participating members	How to end domestic violence and protecting the rights of victims.		
Coalition on Minimum Wage	Participating members	Issues on what the minimum wage should be.	Tabling of the minimum wage Act	Decisions are political; investment interest override

				Workers' rights.
Public Interest Law Clinic(PILAC)	Participating members			
Legal Aid Service Providers Network	Participating members		Tabling of the Children's Act	

Collaboration challenges.

Different ideologies are a big hindrance and sometimes the organization has to front issues it's not comfortable with since it is a coalition. When the organization takes a different stand, it is seen as an enemy. In addition, Funds will end up being pulled back since you are branded, 'a rebel member'
 There is still a gap on how to reconcile these differences

Best practice

- Using community based structures and engaging in training peer educators has proved invaluable. Community members prefer to hear from someone they know other than a total stranger, so using community based structures is really helpful and has worked well PLA.
- Adopting a legal Aid information system centralizes all the information and interventions. This enables PLA to analyze trends, reports and supports monitoring and learning.

Recommendations

The state should be an enabler, facilitate and pay for legal aid because; the state is actually obligated to do it.

LASPNET needs to build capacity for its members. LASPNET has been quiet of late, doesn't conduct follow ups on needs assessments. LASPNET doesn't call for meetings as regularly as before. LASPNET needs to meet its members regularly and forge a way forward

26. REFUGEE LAW PROJECT

Background and organizational structure

The Refugee Law Project (RLP) was established in November 1999 as an autonomous project within the Faculty of Law of Makerere University in Uganda, with the aim of protecting and promoting refugees' rights. Since they have grown rapidly and become an important resource for refugees and asylum seekers in Uganda. Refugee law project is an outreach project of the school of law; Makerere University. Refugee law project is operational in the districts of Kampala, Kitgum, Hoima, and Mbarara.

At the top of the pyramid is the Makerere University School of Law Dean, to whom the Executive Director reports. The management team including Access to Justice Governance Manager, Gender and Sexuality Manager, Mental Health Manager, Conflict Transitional Justice Manager and Governance Manager report to the Executive Director. Head of operations and Program Support and the Human Resource Manager report to the management. Legal Officers, Assessment Officers, Social Workers, Interpreters and Clinic Officers report to the Head of Operations and Program Support while the programme manager for social change reports to the Human resource manager.

Organization mandate

Refugee law project seeks to empower asylum seekers, refugees, deportees, IDPs and host communities in Uganda to enjoy their human rights and lead dignified lives. The mandate is outlined below.

- Protect and promote the rights of forced migrants irrespective of legal status.
- Protect and promote the well-being and dignity of forced migrants (legal mandate).
- Influence national and international debate on matters of forced migration, justice and peace in Uganda.
- To be a resource of forced migrants and relevant actors

RLP four core programme areas are; forced migration conflict, governance, gender sexuality and health and psychological well being.

Specific activities of Refugee Law project are, legal aid and counseling; the clinic provides free legal assistance to refugees, psychological support, pushes for reform of existing law, field visits and community outreach, research and advocacy, education and training.

Key internal strengths

Refugee Law Project has an Open door policy. Clients walk in and express their issues; they feel safer walking in other than making a phone call as they believe they will be worked upon faster when they come physically.

Staff with the relevant skills to serve the forced migrants: this is considered a strength because the organization does not have to outsource skills each time need arises.

Professional interpreters are available. The role of these interpreters goes much further than simply converting one language into another. They bridge the gap between cultures to create a mutual understanding of facts and what is being communicated between two parties.

Networks with other service providers e.g. African Center for treatment and rehabilitation of torture victims (ACTV). It is through these networks that RLP acquires knowledge and skills and obtain solutions to work related challenges.

External opportunities

Organizational networking is a key opportunity as RLP gains training opportunities from these organizations.

Continuous presence of migrants: conflicts in neighboring countries like south Sudan, Burundi have caused an influx of displaced people in Uganda. This is an opportunity for RLP to support these forced migrants and protect their rights in line with the organizations mandate

Weaknesses

RLP has a challenge of limited funding. Some set targets end up not being met because of limited resources.

There are no available facilities for PWD'S (people with disabilities). It's therefore hard to access justice.

There is no facilitator to teach the forced migrants hence limited access to education. It would be very imperative to educate the forced migrants so they can get jobs and better their living.

Threats

Donor uncertainty hence could pull out their support anytime. For instance in 2014, the organization was suspended by Office of the Prime Minister for 9 months without work for allegedly violating the Anti-Homosexuality Act's prohibition on promoting or conspiring to engage in homosexuality. And as a result, some donors withdrew their support.

Funding implication

Core funding and priority goes to the beneficiaries then staff comes after.

Both donors and staff are geared towards representing, mediation, policy follow ups, capacity building for police prisons (stake holders) and beneficiaries. It is safe to say that the donor priorities align with those of the organization.

Organizational policies

Human resources policy lays out the behavioral expectation of staff e.g. sexual harassment for either staff or clients. No staff is allowed to ask for money from a client if a client brings it to the managements notice; disciplinary measures are taken.

Staff well fare and well-being policy provides provisions for staff in case of an accident happening.

Human resources

RLP boasts of human resources including Lawyers (experts in legal issues), Social Workers, Programme Manager, and Human Resource Manager, Finance Officers, Facilitators, ICT officer, Assessment Officers, Trainees; in addition to Video Advocacy Officers, Research Associates, and Volunteers.

Key available equipment

RLP HAS Laptops, desktops, video equipment for video document, for video documentary trenching materials (charts), therapy room for counseling and vehicles. Communication is done using office lines, Toll free line for the clients and a Closed User Group (CUG) communication facility for all staff. RLP believes these gadgets are enough.

Technology adaptation in legal aid

Staff at RLP use Skype which is one of the communication technology inventions. Clients however are not following along as they prefer to walk in the offices other than use emails or any other form of communication.

TRAINING NEEDS

Key skills gaps

- Lack of fund raising skills to fulfill duties assigned
- Lack of skills in project planning and proposal development
- Interpreters are outsourced and carried to the field where activities are to take place.

Key training needs:

Immediate

Monitoring and evaluation: this will enable better reporting of work based on results. At the programme level, the purpose of monitoring and evaluation is to track implementation and outputs systematically, and measure the effectiveness of programmes. It helps determine exactly when a programme is on track and when changes may be needed. Monitoring and

evaluation forms the basis for modification of interventions and assessing the quality of activities being conducted.

Project planning and management: this will enable staff develop a full understanding of the project goals, objectives and benefits before committing significant resources. This ensures that only the projects which are expected to provide benefits exceeding the investment of time and money are initiated.

Funding proposal writing is needed to increase knowledge and skills on how to raise funds. With skills in project management, staff will be able to identify requirements, establish clear and achievable objectives, balance the competing demands from the different stakeholders and ensure that a commonality of purpose is achieved

Legal counseling for better handling of clients: this training will equip staff with skills on how to handle clients the best way possible. For example the counselors should be patient and careful listeners. That the client has approached a particular lawyer shows that he/she trusts the lawyer and a patient hearing will only enhance the trust. Such training skills will lead to efficiency.

Long term

The long term training needs include capacity building on Rights of Children and Elderly, Legal Framework governing Refugees and Statelessness (Rights of Stateless People), Financial Management; and Monitoring and Evaluation are other long term training needs .

Training method and venue

Staff suggested that workshops and short courses be used as the training methods.

All staff members were of the view that training be done at the work station because this is cost effective as there will not be any expenses incurred to hire a place for training.

Funding of the training

All staff members were in unison about LASPNET funding the trainings because it is the duty of the network to do capacity building for the members.

OPERATING ENVIRONMENT

The political Environment is hostile to the work RLP does. A case in point is; in 2014, the organization was suspended by office of the prime minister for 9 months without work for allegedly violating the Anti-Homosexuality Act's prohibition on promoting or conspiring to engage in homosexuality.

The NGO amendment bill: the bill would subject NGOs to such extensive government control and interference that it could negate the very essence of freedom of association and expression.

Negative attitude towards refugees: people for example link every Somali national to Al Shabab so they hate Somalis and always discriminate them. After the 2010 incident where people were bombed down at Kyadondo rugby grounds and Alshabab came out to claim responsibility, people's attitude towards Somali nationals became bitter.

On the legal side, there is access to remand homes although permission is required from Ministry of Gender, Labor and Social Development.

RLP noted issues of case backlogs, denial of bail to the refugees since they do not have National sureties.

On a positive note however, RLP has mobile courts that go to the refugee camps to avoid case backlogs.

COLLABORATION

Key networks	Key advocacy issues	Key achievements	Collaborative challenges.
COALITION AGAINST TORTURE(at National level)	Torture suffered by forced migrants Pushing for the quick hearing of cases by the Uganda human rights tribunal. meetings are normally at UHRC	The anti-torture act was passed in 2012. This addresses torture suffered by forced migrants	Finances
INTERNATIONAL DETENTION COALITION(international level)	Issues concerning detention of children. Put out posters.	A lot of capacity building to end detention of children. This is still being pushed.	Finances
SOUTHERN REFUGEE LEGAL AID NETWORK	Change in asylum policy of refugees	Implementing the Nairobi code at the international level	Finances
SOUTH TO SOUTH INSTITUTE	Issues of men and boys being victims of sexual violence		Finances

International level			
PAN-AFRICAN REPARATION INITIATIVE			Finances
Regional level			

Best practices;

Use of best support groups: this involves getting people who have faced similar challenges to reach out to others. Sometimes it is easy to get comfort from someone who has had similar experiences other than a professional.

This has worked well because more clients have been got and this is a sustainability strategy for the organization.

Teaching English to adults has enabled refugees to teach other refugees and get jobs, upgrading courses.

Using video to advocate for change: this increases coverage of beneficiaries and makes the organization known especially on internet.

RECOMMENDATIONS

Uganda law council needs to do inspection early enough so that practicing certificates can be got, so that the clients can be represented in court.

LASPNET needs to be active and more vigilant. LASPNET used to call for meetings every month so that members can share challenges and experiences, and forge a way forward. This is no longer happening.

LASPNET members need to receive capacity building on skills like training on legal counseling, take people through financial accountability, fundraising and project management.

Lawyers need psycho-social support and motivation as they burn out and loose morale in handling cases.

27. STREET LAW UGANDA (SLU)

Background and organizational structure

The street law idea was conceived at George Town University in Washington D.C in 1972. Street law inc. introduced the idea in Uganda in 1993. It was founded on tripartite arrangement as a programme of the Association of Women Lawyers in Uganda, Legal Aid Project of the Uganda Law Society and The Human Rights and Peace Center of the School of Law Makerere University. It has since mutated into an autonomous organization, registering as a company limited by guarantee in Uganda with an affiliation to the parent Street law U.S.A.

Street law Uganda is headed by the General Assembly which is the supreme governing body. Below the assembly is the Board of directors. The Board is composed of 5 members, is very active and oversees day today management of the organization. The board is also responsible for determining which organizational programmes are consistent with the mission, and below is the secretariat headed by the Executive Director responsible for overseeing day to day activities.. The program officers of Legal Aid, Juvenile Rights, Advocacy and Training, Finance and Administration all report to the Executive Director. Team of Advocates report to the Program Officer of Legal Aid and Juvenile Rights. The documentation officer reports to the Advocacy and Training officer while the care taker, driver, administrative assistant and accounts officers report to the Finance and administration officer. Street law (U) was established during the period of walk to work when political activists' rights were being violated, through unlawful detentions, excessive use of force and tear gas, denial of bail.

Organizational mandate

Street law focuses on access to justice for political activists and indigent democracy activists. Street Law Uganda seeks to address legal challenges of men, women and children who are politically, economically, and socially oppressed through legal representation, education and advocacy with the aim of promoting human rights, the rule of law and good governance in Uganda. Among the services offered, SLU goes to police stations to visit those detained. SLU Publishes Education materials (e.g. how to handle yourself during and after arrest.SLU focuses on four major areas which are, legal training and literacy, capacity building, research and advocacy initiative and state brief litigation.

The specific activities done by SLU are, sensitizing the public about human rights violations in regard to detention of suspects without trial and access to bail, law and democracy. There is also engagement in research, advocacy and legal representation.

Key Internal strengths

There is clear understanding of the need and the motivation to address it. Street law U) understands that political activists' rights have to be protected and this is a driving factor for street law to work towards protecting their rights.

Street Law is legally registered and so all their activities are not questionable. This increases credibility and trust for street law (U).

The good past donor relations: this has earned donor support and this has increased flow of funds in support of legal aid.

Addressing a unique problem: providing legal representation to victims of political oppression. Very few organizations would take up a challenge like that, for fear of clashing with Government interests.

Well managed secretariat with qualified personnel, capable of handling cases as they come in. In addition, street law (u) has committed leadership and competent administration

Street Law has a network of committed allies with the media. This increases publicity and awareness.

Available opportunities

Good donor relations for example with open society initiative for East Africa. This creates an opportunity for future donor support on future projects.

Existence of benchmarks from street law chapters in other countries thus widening the knowledge base.

There are few Legal Aid Service providers ready to represent victims of political repression. This creates monopoly and opportunities for street law as it reduces unnecessary competition for funds and other resources by providers offering the same service.

Willingness of the media to engage in issues of political repression: the media always strives to cover all events of political harassment and violation of human rights. Street law (U) takes this as a platform for the organization's voice to be heard through the media.

Good will of donors to support organizations that defend Human Rights: Donors are always willing to fund human rights defending institution. Since street law (U) defends rights of activists and supporters of activists, it can tap into this opportunity. In addition, there is good will of the Legal fraternity and the general public and some government officials.

Internal Weaknesses

Limited funding sources and this causes delays in the desired outputs. This street law (U) attributes it to the fact that it is not registered as an NGO. Street law (U) is registered as a company limited by guarantee and not an NGO, hence limiting access to some funding.

Street law does not have a website thus lacking visibility. One of the things that highlight the importance of a website is advertising. A website allows the organization to quickly update addresses, phone numbers, services and events. Street law (u) misses all these opportunities because of lack of a website.

Limited media coverage for street law: although there is willingness of the media to tap into political issues, Street Law (U) has not fully tapped into this opportunity.

Irregular board of directors meeting and some issues take long to be resolved

Reliance on external funding from donors: Donors give the direction of operation and planning becomes complex since there is uncertainty. A sustainability strategy is needed.

External threats

Security of staff at street law secretariat is not guaranteed. A security guard is needed to protect the premises and the organizations equipment.

Some donors are hesitant to investing in organizations that are not registered as NGOs. Registering as an NGO has its setbacks as it increases government interferences in the organization's activities. But not being registered also has setbacks of its own because most donors trust funding NGOs. So avenues for getting funds are limited compared to NGOs.

Corruption in the state and state institutions: this either delays or blocks justice. When the court issues a release order, the police instead of enforcing it, disobeys if there is no kind of financial dealing with the client.

Organizational policies

Street law (U) has a draft financial and human resource policy pending Board Approval. Although in the policies are still awaiting approval the H/R policy clearly stipulates the conduct of the street law (u) employees not to abuse office e.g. to restrain from collecting money from clients.

While sourcing for staff, Street Law (U) contacts other service providers. After receiving letters of interest, Interviews are done and the best candidate is selected and retained upon satisfactory performance. Before dismissal, a hearing is given and in cases that are extreme, the board dismisses.

Organizational strategies

Street Law (U) has a draft strategic plan which in addition to SLU's work will include victims of economic rights, areas of land grabbing and juvenile justice. The identified organizational strategies are listed below;

- Foot lawyering: reaching out and taking legal Aid services to the ordinary person in the community or even on the street.
- Advocacy: engaging the justice, law and order sectors to advocate for targeted reforms aimed at increasing access to justice and fostering equity and equality.
- Research: evidence based research and studies in relevant focus areas to inform policy and law reform.
- Community empowerment

- Network and partnership building
- Strategic and public interest litigation as a tool for advocacy on law policy reform rule of law and democracy.
- Referral pathways: for those cases beyond Street Law (U) to government and non government institutions and other LASP's
- Publications ; development and dissemination of publications on human rights and the law, including the rights of an arrested person, to be given to ordinary men, women at community level, streets, juveniles in schools students in higher institutions of learning, and other areas of citizen converging.
- Training for Law Enforcement and Government Private Security Agencies on Human Rights responsiveness in enforcement of law and order.

Human resources

Street Law (U) boasts of law advocates with Law degrees and diplomas from LDC and a Non legal Aid Finance officer with a diploma from UCC and at the 3rd stage of ACCA.

How are staff sourced, recruited, retained and dismissed

Sourcing is done internally, and also through other LASPs. Interviews are done and the best candidate is selected and retained upon satisfactory performance. Before dismissal, a hearing is given and in cases that are extreme, the Board dismisses.

Report generation and information sharing

Information is generated internally e.g. through programme reports. This informs on what publications to make and reports to be made. The information is later shared internally through emails and externally through publications and on social media. It is stored in book shelves, electronic backups and a plan is underway to develop an E-LIBRARY system.

Key Organizational Equipment

SLU boasts of 3 laptops, 2 desktops and institutional cameras. However, there are no vehicles available to ease transportation while delivering legal aid.

Office space at the secretariat is limited and SLU highly welcomes the idea of acquiring larger office space, but this is hindered by limited finances.

Technology Adaptation in Legal Aid Service

SLU Expects to acquire power point to help in presentation. The use of social media is gaining ground and it helps to reach a wider population and faster.

TRAINING NEEDS ASSESSMENT

Key skills Challenges

Monitoring and evaluation is challenging, there limited skills in resource mobilization, media advocacy and communication hence outsourced.

Key Skills Requirements

Immediate:

- Resource mobilization training to improve finance flow and improve performance.
- Monitoring and evaluation training to improve quality of service delivery.
- Training in research will increase authenticity.

Long term:

- Documentation and research training
- Training in Advocacy.
- Some staff members voiced their interests in attaining Masters Degree in Natural Resource law and Masters Degree in Human Rights.

Training Methods and Venue

After deep consultations, staff suggested that trainings should either be held in college or a hotel, and should be in form of workshops and short courses.

Funding for Staff Training

Staff had different ideas on who should fund the training. While others suggested that the organization does the funding, others believed in cost sharing while others suggested that training be done free of charge.

OPERATING ENVIRONMENT

The general political environment is hostile to the political activists and the human rights defenders. State institutions are hostile especially to the opponents of the state. In addition, Police hates lawyers around police stations asking questions.

The political activists are detained for more than 48 hours and are denied bail when they go to court, when court issues release orders, police disobeys. Priority is given to laws addressing political elements other than legal Aid and human rights.

Inflation causes budgets to be affected and this hinders efficiency in the delivery of legal Aid service. Some projects are left unattended to even salaries of workers are affected, rent increases and procuring items becomes cumbersome.

Society is yet to fully embrace respecting Human Rights

On the side of technology, there is increased communication between clients and legal Aid service providers especially on social media. The down side bit of technology is that it fuels a number of hatred actions on social media thus creating a new twist to violations, hence increasing crime rates.

The environmental concern identified is that facilities in institutions such as police cells where the activists are detained are devastating.

Denial of bail, police disobeying court orders for release of the detainees, activists being detained for more than 48 hours are some of the legal institutional concerns that need to be addressed.

COLLABORATION

Key Associations	Key advocacy issues	Key achievements	Collaboration challenges
LASPNET	Exchange of resources, information exchange for instance which donors are available to give money. Collaborate closely; attend workshops, meetings and training. Issues regarding Human Rights of political activists are advocated for.	Due to public outcry, street law (u) played a major role in shelving the denial of bail to political activists. Campaigned Against public order management bill and SLU's voice was heard through the media.	Not registered as NGO and so may lack support from NGOs. However, not being registered as an NGO is a deliberate move to avoid Government interventions.
Application to HUMAN RIGHTS NETWORK to be a member			

Best practice

Publications translated into local languages although more translators are needed. Most of these publications guide people on how to handle themselves during and after arrest and how they can actually defend their rights even in absence of a lawyer.

Provision of legal Aid to politicians (Names and cases not revealed for safety and professional reasons)

SLU has a set target of offering legal aid using a toll free line so that clients can be served wherever they may be without actually any physical movement.

Recommendations

State should approve the legal Aid policy to create a framework of operations of the legal aid service providers.

State should put funds in legal Aid and in addition, State should be reminded in their duty to make it possible for everyone to get legal Aid.

State should stop being selective in the areas of legal aid provision as it considers only those with capital offences.

28. Uganda Land Alliance (ULA)

Background and organizational structure

ULA is National Civil Society Consortium of over 76 organizations and 26 individuals lobbying and advocating for fair land laws and policies that address the land rights of the poor, disadvantaged and vulnerable groups and individuals in Uganda. The Alliance was established in 1995 as an independent Non-Governmental Legal entity, registered as a company limited by guarantee. After observing that most members were not active, the secretariat was urged to organize and engage with the listed organizations and individuals about their membership status and establish whether they are still interested in being members of the alliance. A survey conducted revealed that members were still interested. In December 2014, 12 more members were approved to join the alliance in the Board of Directors meeting. The districts of active projects are Kampala, Pader, Amuru, Apac, Katakwi, Moroto, Mukono, Kibaale, Ntungamo and Kapchorwa.

Uganda Land Alliance as an organization is guided and managed by the General Assembly who is composed of all active members. The members meet once during the calendar year with overall mandate of defining the functionality of the institution and seeking future strategic direction for the institution. The Board of Directors who is elected by the members thus sees the functionality of the organization. The Board of Directors is composed of 8 members one of whom is a practicing lawyer. The board has the power to recruit and terminate the organizational executive director. The board has further mandate of monitoring the operations of the organization done through the quarterly meetings. The secretariat on the other hand is the oversight, guardian and implementer of the daily mandates of the organization.

Organizational Mandate

Focus is on land rights and policy reforms. ULA seeks to promote people centered land governance that recognizes and protects the rights of the poor and vulnerable through advocacy for fair land laws, policies and empowering rights holders for sustainable livelihoods. ULA envisions A Ugandan society with equitable access, ownership and control over land. ULA's core programme is lobbying and advocating for fair land Laws and policies that address the land rights of the poor, disadvantaged and vulnerable groups and individuals.

ULA community based approach prioritizes ADR as the most viable approach to land dispute resolution. The organization boasts of ADR mechanism as a legal aid model that has been successful in restoration of peace in many communities in northern Uganda. ADR is applied in form of mediation, legal counseling to resolve land disputes.

Specific activities of ULA are awareness on land rights through sensitization and information dissemination, protection and promotion of land rights through established land rights centers, lobby and advocacy on Women's land rights, national land policy, Amendment of Land act, reform and revision of related land legislation, monitoring and implementation.

Key strengths

During the year 2014, ULA invested in staff capacity enhancement to improve efficiency and effectiveness in operations. Four staff advocates participated in various professional development activities and acquired practicing certificates. All staff members were trained in personal and organization security management. All project staff attended relevant capacity building trainings conducted by different donors. These trainings yielded fruits in areas of proposal writing, and representation of ULA clients in the courts of law among others. These skills are expected to support the organizations growth in future.

The sponsored talk shows and spot messages are awareness and knowledge tools to disseminate information to the masses. Research from community sensitization indicated that radio shows go beyond districts of intervention. This is strength because ULA reaches a wider coverage.

Available opportunities

Good relationships between ULA and with current and prospective donors and key local partners including MLHUD, JLOS, LASPNET. Good donor relationship ensures sustainability of present funds and funding for the future if need arises. With local partners, it creates an atmosphere for learning from each other, exchanging useful information, and working hand in hand to fulfill common interests.

Internal weaknesses

There is limited funding for ULAs program activities. Most programs are less than two years and end before achieving their set results. This undermines the sustainability of ULAs interventions. Most projects do not conduct end line evaluations to inform failed or successful approaches. It is perceived that adopting program financing approach will increase effectiveness and efficiency of ULAs work to the communities.

The organization is generally overwhelmed by the demand for its services all over the country.

Transport challenges also affect ULA's work; the continuing usage of motorcycles as a means of transport. The transport system of the organization suffered huge losses when up to three motor cycles broke down beyond repair. Two double cabin Tata pickups and a Suzuki developed irreparable mechanical conditions, and were recommended for boarding off. The secretariat currently does not have enough means of transport to run its activities.

External threats

There are security related challenges manifested in form of threats to ULA staff which are perpetrated prior or after sensitization and resolution of land conflicts. However staff have benefited from a security risk training funded by one of the donors. In addition to security, in May 2014, burglars broke into the ULA secretariat offices and stole a total of 9 computers which resulted in a slump of output levels. Staff resorted to using their personal computers and those who did not have found it difficult to effectively perform their duties.

Land grabbing facilitated by weak land administration and management structures is a challenge communities continue to suffer. This has provided fertile ground for the rich and

wealthy individuals to undermine the protection and promotion of land rights efforts being delivered by ULA and its partners.

Funding implications

The project approach to funding has not enabled a wider outreach, amidst increased land conflicts across the country. ULA is discussing with various donors to switch from project to program funding

Organizational policies

ULA is a fully fledged NGO with clear documented internal policies to guide how staff performs their responsibilities. Notable among these is the Human resource policy. This needs to be reviewed as it has outlived its time, but it states hierarchy of operations, what is mandated of legal officers, how operations and governance are. Other policies identified are;

- Financial policy
- Gender policy
- HIV policy

Organizational strategies

ULA has a strategic plan 2014-2019 that sets out the challenges and ULA's responses to them in the next five years. The strategies include;

- Influence protection and enforcement of land rights of the poor and vulnerable through legal empowerment and addressing women land rights issues and addressing women's land rights
- Influence policy through advocacy. ULA needs to increase influence on policy makers, peer organizations and retain public support for advocacy on land rights to lead to a greater impact, visibility and credibility which in turn should facilitate the attraction of greater funding.
- Improve land rights administration. This strategic plan considers eight key and strategic elements of Land administration as points of influence and these include; land tenure system, the legal framework, institutional arrangement, Administrative process, Dispute resolution Mechanism, physical planning and sustainable Environmental management, Land information management and Land Administration Services Funding.
- Improve land resource management by significantly engaging the Government on enforcement of commitments to natural resources and environmental management, and also greatly increase focus on land related issues relating to extractive industry in Uganda to protect the right of the communities in those areas.

- Improved program quality through contributing to the reduction of HIV prevalence rates in Uganda through mainstreaming approach, to mainstream Gender in all activities and programs from program design through implementation to impact assessment, and strengthen systems of results measurement and organizational learning.
- Greater organizational efficiency and effectiveness through attracting, developing and retaining high quality staff, increasing and diversifying ULAs funding, Expanding to other districts of Uganda, Increased participation of members, and management of the implementation of this strategic plan.

Organizational set plans

Uganda Land Alliance has adopted program financing approach to effectively implement the strategic plan 214-219. Resource mobilization is another key issue in the year that is aimed at increasing effectiveness and efficiency of ULAs local and national interventions. ULA will address the issue of following targeted groups and assessing the impact of various projects. ULA will fully utilize its network to enhance tangible growth of the organization and further support communities when it comes to land matters. In terms of resource mobilization, ULA will continue to utilize all available avenues to ensure that competent, professional staff is recruited, retained to support in this area.

Regular meetings with our donors are and will be held so the organization can sustain its presence in the various areas of interventions. We believe these engagements coupled with committed staff of ULAs senior and top management and members will successfully put us in a better position 2015 and beyond.

ULA needs to conduct operational research on land policies and legal framework to influence policy, monitor its implementation and evaluate outcomes to inform its advocacy strategies at all levels and also improve effectiveness of networking with CSOs familiar interventions and line ministries, parliamentarians, and Government committees to advocate for improved services and good governance. ULA will significantly strengthen capacity of citizens to participate in decision making process.

Human resources

With regard to recruiting, it has been largely bent on project based hiring. When a project is identified and funding is sourced; adverts are made externally in News Papers, on the website. Once letters of interest are received, a committee sits depending on the project, qualified candidates are sourced out, called for interviews and the best selected. And their retained based on satisfactory performance.

ULA is composed of Advocates who head the centers, Legal empowerment advocates who go to court, Legal assistants who go to the field, and do mediation .the legal assistants are trained lawyers but with no practicing certificates.

ULA has an external lawyer who goes to court in case of disgruntled staff who open up cases against ULA.

Report generation and information sharing

Clients walk in, files are opened and data is collected. When legal assistants go to the field for mediation, information is generated and after compiling all the findings, a report is generated. The reports are then shared internally through meetings for approval and then stored on hard drives, CD ROMS, servers.

ULA plans to deploy the MARTUS software. It is a management information system installed on the main servers and can host other land rights centers, they become clients. This will improve information management and flow.

Key organizational Equipments

ULA has Laptops; centers have cars that take them to field and courts. Motor cycles are in place. However these impose a high risk. For example when it rains, laptops could easily be affected. Motor cycles also pose a threat to human life as most accidents are motor cycle related. There is enough office space at the secretariat but there is desire to move because of security reason like the robbery incident in May 2014 as earlier mentioned in the external threats. ULA uses Land lines, walkie-talkies, toll free messaging (8008) with LAND being the key word. Staff uses intercoms .however there is no toll free line for clients to reach ULA.

Technology Adaptation in Legal Aid Service

There is use of internet, internal mailing systems, magazines newspapers, website, and twitter. It is therefore safe to say that ULA staff is embracing technology although the same cannot be said for the clients. Some clients do not have the ability to afford Smart Phones that allow for such functions.

TRAINING NEEDS ASSESSMENT

Key skills gaps

Uganda Law Society offers a range of programs quite useful to enhance skills to enhance advocacy skills, the majority to which we are unable to attend due to limits in financial resources. This thus also delays processing the Practicing certificate to enable representation of the indigents without limitations.

- Mediation skills are still lacking.
- There is no knowledge of the application of the IMS as a data collection tool.
- Case management skills are still lacking.
- Litigating on Public Interest cases are difficult to handle because of lack of skills.
- Some functions are outsourced, though not necessarily due to so much skills gap as staff members believe within the organization there are personnel who possess such skills. There are a number of high level cases where external lawyers have been given

instructions, perhaps due to other commitments of those within. Some of these functions though, it is staff considered opinion that instructions and benefits that accrue should be allocated within.

- Advocates representing the institution are outsourced and yet the organization has qualified advocates within who would better represent its interests
- Pursuing Public Interest Litigation matters are also outsourced.

Key Skills Requirements

Immediate:

- Training in Project Management for Managing and developing projects
- Training in Result Orientation for result based implementation and reporting
- Case Management software systems for Managing cases and proper data keeping and analysis.
- Alternative dispute resolution to increase productivity/efficiency and also increase cases solved through ADR without going to court.
- Trial advocacy / litigation e to increase productivity/ efficiency
- Management/ leadership to Improve team performance
- Public interest litigation .This will lead to reduced violation of land rights of the poor and marginalized groups/persons and also increased advocacy on the rights of marginalized groups/ persons.

Long term

- Case and Data Management
- Security Management
- Mediation skills
- Litigation on Economic, Social and Cultural Rights (ESCR) with linkages to land.
- Financial management and accountability
- Monitoring, evaluation and Learning
- Advocacy Networking and Resource mobilization.
- Records management

- Ethics and integrity
- ULA staff also hopes to attain the following long term development trainings.
- Monitoring and Evaluation at Postgraduate level.
- Project planning and development at a Postgraduate level
- Masters in Governance
- Social counseling and extension services
- Linkages to the health workers
- Linkages to climate change adaptations to land rights
- Masters program/ PhD in Land administration and urban development
- Negotiation skills / lobbying
- International Relations/linguistics

Training Methods and Venue

Although staff had different training interests, they identified post graduate training, certificates courses, workshops and external internships as the best training methods. ULA staff suggested these trainings be done at Uganda Management Institute, international law institute or its equivalent, college and work stations as the best training venues.

Funding for Staff Training

The staff had varying ideas of who should fund the training and after consultations, they agreed that the organization should fully fund the trainings, although some should be free of charge and where necessary, cost sharing be applied.

OPERATIONAL ENVIRONMENT

The Government of Uganda formulated a National Land policy to provide a framework for articulating the role of Land in National development, land ownership, utilization, distribution, alienability and control of land. This gives ULA a framework of operation

Overlapping structures: there is no clear harmonization of powers and the sectors are not harmonized. RDCs meddle so much in land matters for instance in enforcing court orders. Each sector needs to have clear guidelines on what to or not to do, clear boundaries need to be set.

On the social side, mindsets of the people are hard to change. For example, to be on the area land committee there is an age limit and qualifications to be observed. However, these are not

followed. Having multiple duties for example, a Chairman LC1 is also on the area land committee. This reduces efficiency. Still on the social side, for example girls and widows not being able to inherit property, they end up not getting justice in the name of culture.

The economic environment uncertainty has an adverse effect on the budget and this affects tangible results. For example when a funding proposal is submitted, and inflation occurs before it is approved, the funds received will not be enough at the end of the day. Procuring items becomes expensive; a number of activities are cut down. For example instead of hosting 10 radio shows, the organization ends up hosting only one and this reduces coverage, and the intended set goals are not met.

On the technological frontier there are so many dynamic changes in technology and technology research is so expensive so it is hard to keep updated on the new trends. This reduces efficiency.

Some areas are not easily accessed and once they are, the environment is hostile. For example the cattle corridors in Karamoja are not easily accessible. Settling disputes could be hard because of hostility. Officers lives could be in danger in areas where there is cattle wrestling.

Court delays in providing Justice is an issue that needs to be worked upon.

NETWORKS

ULA's massive campaign entitled "Land awareness week in which ULA works together with different CSO's e.g. FIDA, UWONET, LEMU etc, NGO's such as International Alert, Safer world, DGF, Trocaire, Action Aid, Government Ministries and institutions like Ministry of lands Housing and Urban Development, JLOS etc. Intervention such as this enabled the declaration of the National Land Policy and Land Information system for public use for the first time.

Key network	Key advocacy issues	Key achievements	Key collaboration challenges
Uganda Women Lawyers Association (FIDA)			
Uganda Women Network(UWONET)	Advocating for land rights of women.		
Land and Equity Movement Uganda(LEMU)	Advocating for land rights of the Vulnerable	Intervention such as this enabled the declaration of the National Land Policy and Land Information system for public use for the first time.	

Best practices

ADR, Land mapping and demarcation and community sensitization have been the most successful practices. During the year 2014, a total of 208 cases were registered at the Land Rights Information Centres (LRICs), out of which, 68 were resolved through ADR

Land demarcation was specifically done in Apac district where 65 males and 27 females benefited. As a result, land owners ascertained their land boundaries and clear marks leading to a reduction in land conflicts. Beneficiaries are awaiting certificates of customary ownership by the District Land Board

A total of 19935 individuals (10776 males and 9159 females) were reached through 541 community sensitization sessions which also involved members of formal and informal land related structures and CSOs .sensitization sessions resulted into increased numbers of people seeking support from LRICs to resolve land issues.

RECOMMENDATIONS

The policy environment and legislative framework relating to land issues needs further engagement, especially for customary tenure where ULA organizes a public litigation case to test and inform laws, policies and practices on customary land tenure especially clauses that espouse conversion customary land into free hold-Article 237(4)b, and section 9 of the Constitution of the Republic of Uganda 1995 and The land act Cap 227 .this contravenes the provision of the National Land Policy Chapter 4.3 which recommends that Customary Land Tenure be at par with other land tenure systems.

Successes

ULA continues to protect the rights of the poor and vulnerable community members by representing them in the courts of law. By the end of the year 2014, 56 cases filed by the advocates, 11 of the 56 cases were successfully concluded. The sponsored talk shows and spot messages are awareness and knowledge tools to disseminate information to the masses. Research from community sensitization indicated that radio shows go beyond districts of intervention. Mobile legal aid clinics are one of the free strategies aimed at creating community awareness of land rights and promotes land tenure security. In the year 2014, the social tenure domain system was used to enhance protection of land rights of the poor and preventing conflict through land mapping and systematic demarcation. During the course of the year 2014, ULA in partnership with Ministry of Lands, Housing and Urban development, supported the training of 27 representatives of the district land boards, 126(92 males, 34 females) Area Land Committee members, 30 district leaders and land administrators as well as training sessions for the CSO(29M,13F) representatives42 , 100 (60M, 40F) Communal land association members, Agro pastoral farmer field school members and 60 women representatives,74 paralegals(50M,24F), 68 traditional leaders(61M,7F), with in the surrounding project communities. The training focused on the Human Rights, Land Rights, Gender, the 1995 Constitution &Land Act, National Land Policy, Land Tenure Systems, and Procedure for the formation and management of communal land Associations, acquiring the land certificates, mandate of land administration and management structures and Land Dispute Resolutions

Mechanisms.ULA also monitors the structures at the districts to identify gaps and address them at advocacy level.

Moroto Woman tells her success story

Teddy Atudi, 29, is a Primary Seven dropout and single mother of five children. She lives in the rural poor village of Acholi-Inn catering for all her children for their daily needs. She does so using proceeds from brewing a local drink called "Kwete". She separated with her former husband sometime back and now lives with the children in a mud and wattle small house.

Atudi tells her success story: Verbatim

I have not had a good time since 2009 when my neighbor, Lokiru Apalimangor attempted to grab my land measuring about two-acres located in Acholi-Inn, Rupa Sub-county, Moroto District. He claimed that he had bought the land from my husband yet it was untrue. The land belongs to me. It was given to me by the family of my husband in 2007 in the presence of my parents and other relatives. He had forged a purchase agreement to claim ownership. I tried to fence it at some point and he attacked me with a panga and threatened to cut me.

I reported the case to LC1 and everyone was on my side. They said land belongs to me although they failed to conclusively handle the case because Lokiru was not cooperative. Justice was not coming soon yet I wanted to use the land to cultivate crops to feed my children. I reported the case to Police and the latter referred me to Uganda Land Alliance.



Justice prevails

In February 2015, ULA together with the Area Land Committee barred me and my neighbor from using or even accessing the land until the dispute was resolved. Several mediation meetings were organized and I am happy that the matter has been successfully resolved. I have regained full control over my land. I have energy to cultivate the land. I am now waiting for rains to start so I can cultivate on the land and feed my children. I plan to build a house there so I can settle with my children. I would like to thank Uganda Land Alliance for helping me in this struggle.

29. UGANDA WOMEN LAWYERS ASSOCIATION (FIDA)

The International Federation of Women Lawyers was founded on the 4th of August, 1944 in Mexico City, Mexico. The Federation was named in Spanish as *Federation Internacional de Abogadas* (FIDA). Since 1944, FIDA has established membership in over 70 countries across the world.

The Uganda Association of Women Lawyers (FIDA Uganda) was established in 1974 by a group of women lawyers with the primary objective of promoting their professional and intellectual growth. FIDA Uganda established its first legal aid clinic in Kampala in 1988, with the objective of providing legal services to indigent women to enable them access justice.

Today, FIDA Uganda has over 300 members, and offices in cities and towns across the country; Arua, Gulu, Iganga, Kampala and Soroti. While the provision of legal aid remains a core function of FIDA Uganda, the Association has adopted a broad range of strategic functions to pursue gender equality. FIDA Uganda is a much respected founding entity in the advocacy for women's rights in Uganda, and a well-renowned voice for the women of Uganda

Internal strengths

- FIDA has the ability to embrace informal systems (traditional leaders and cultural leaders) who are very instrumental to delivery of the organization's mandate.
- Membership is broad, diverse and strategically positioned. FIDA members are spread across all sectors (but not yet exploited fully) e.g. speaker, IGG, Judges and magistrates are members of FIDA

Opportunities

FIDA could take advantage of strategic partnerships that go beyond the legal perspective for example banks, private sector participation e.g. the Pakasa forum; and offer Legal services and advice for investment; agreement review to explain the clauses therein etc. Several women have come to FIDA for legal redress concerning unclear agreements they became party to without proper guidance and are on the verge of losing their properties to banks and money lenders.

Internal weaknesses

- Being a membership based organization; some decisions have to be taken by the Annual General Meeting which sits once a year, unless there is an extra ordinary interest.
- Even recruitment is biased towards legal officers
- Projects are donor dependent

Threats

- Donor dependence and shifting goal posts
- The operating environment is uncertain. Not being part of the Government means that the organization stands a risk of closure
- There are always security risks against staff and offices especially when there are cases against high profile people.

Funding implications

- 93% of the budget is realized. This is attributed to both ongoing projects and steady partners running up to five years.
- The bulk of the budget is expended on legal aid through human resources remuneration.

Sustainability Plans

FIDA has a sustainability plan as an organization. The plan is built on the growing FIDA membership where every academic year female lawyers graduate and are encouraged to join the association for career growth and other opportunities. Membership fees and annual subscriptions ensure availability of funds. FIDA also boasts properties including two plots; one that will host the FIDA home and the other to be developed for commercial purposes.

Organizational Policies

- | | |
|--------------------------------|---------------------------------------|
| • Volunteer policy | • Board governance manual |
| • Human resource manual | • Food and welfare policy |
| • Financial manual | • Advocacy and communication strategy |
| • Strategic plan | • Legal aid manual |
| • Constitution | • Fraud policy |
| • Vehicle policy | • Retirement/ benefits scheme policy |
| • Conflict of interest policy | • Sexual harassment policy |
| • Membership engagement policy | |

Recruitment is done by posting adverts to the membership database and the local press and also outsourcing using recruitment agents.

Organizational Equipment

Every staff has access to computers (Desktops and Laptops). Data entry clerks have desktops; whereas Officers and Management use laptops.

Office Space is relatively enough for upcountry offices; but Kampala office space is small because it hosts both the secretariat and the legal aid clinic. Kampala is opting for pool offices, but legal aid work needs more office space and privacy for clients.

TRAINING NEEDS ASSESMENT

- Need to acquire skills in how to approach all cases from a Human Rights perspective
- Most of the donor funding is project based other than institutional based, there are few donors willing to support institutions as well as capacity building. There are thus limitations on office space to accommodate counseling, mediations as well as creating a conducive environment for research for the legal officer. There is need for other services such as nursing rooms, kids play areas more especially because FIDA rights based organizations and should be perceived as such.
- The services of a court clerk as well as process server are currently outsourced sometimes compromising the quality of the service offered.
- Best method of training would be through exchange programs open dialogues as well as workshops.
- Training should be a maximum of two days preferably in the later days of the week to ensure continuity.
- Training should be held out of the secretariat to minimize interruptions
- Trainings should be creatively incorporated in all training provided for by the various donors to maximize gains.

OPERATING ENVIRONMENT

- The upcoming Bills (LGBII law) curtail funding and donors cannot fund unless the organization has an activity around it.
- The NGO Bill directly attacks the board and management of NGOs
- Marriage and divorce bill makes the procedure to take a long route to obtain justice for cohabiters. There is always fatigue of legal procedures and delayed or denied justice.
- Rights activism confronts political interests and can sometimes be seen as partisan.
- Urgent need to pass the National Legal Aid Policy, and subsequently the act made there under.

- Political will has been garnered as was evident at the National Legal Aid Conference; however the cost benefit analysis currently in progress by a private consultant will put the cost attached to this in perspective to enable effective implementation.
- Funding is usually over a fixed period of time set at the signing of the contract, subsequently, inflation affects prices such as fuel costs etc that inevitably affect the overall budgeting and service delivery.
- Some incidental costs for example attached to opening of new offices are often times overlooked making the eventual operation quite challenging.
- Cultural perspectives in the central region for example make women more dependent on the men thus the need for empowerment to improve their personal agency, Women from Kabale on the other hand as well as Gulu for example are more self reliant and have their issues around land as well as inheritance heard and respected; as opposed to maintenance which is common in the central region.
- On the technology frontier, FIDA and other organizations could use of apps that could bring services closer to the people.
- Use methods where client that can access and file own court documents.
- There are fewer donors willing to fund access to justice on its own. Sometimes the Donors tie the funding to a particular location that may force expansion even where the organization is not ready to.
- There is need for all JLOS Actors to actively participate in Legal Aid service provision and not leave it to non-state actors.
- Budgets are fixed due to donor dependence; value lost or gained; high operational costs leading to staff turnover due to lack of salary adjustments.

COLLABORATION AND ENGAGEMENTS

LASPNET, UWONET, and NGO FORUM are some of the networks FIDA is involved in. Engagements are at various levels for both information sharing as well as having spaces to share challenges and how to address them.

LASPNET is stronger now and is amplifying our voices to all the relevant stakeholders to ease legal aid service provision. FIDA is actively involved in all arenas.

Competing priorities however limit active participation at all times.

Network	Advocacy issues	Achievements	Collaboration challenges

ULA	Member- land desk		competing for funds for activities with members Commitment to all is difficult Unmatched expectations (time and participating funds)
UGANET	HIV/AIDS		
DENIVA	Member		
NGO FORUM	Member-Black Monday movement		
UWONET	Marriage and divorce		
NAWOU	Human rights		
HURINET	police accountability task force		
CEDOVIP	Domestic violence act, legal counsel		
Coalition of Prevention of trafficking in persons		Founder member	

FIDA is a member of working groups including - JLOS-Family and Juvenile Justice, Human Rights Working Group, and Criminal Justice Working Group.

BEST PRACTICES

- The setting up of desks in the busy magisterial courts seeks to improve access to justice (process ongoing).
- The provision in a one stop center that provides legal aid, counseling /psycho social support as well as economic empowerment.
- FIDA is changing mindsets, improving personal agency and clients are creatively demanding for their rights.
- Strategic partnership with cultural and religious leaders facilitates ADR.

Achievements

- In Gulu court, two days a week are reserved for FIDA clients. The magistrate has allocated time for FIDA since 2009.
- Paralegals are a brain child of FIDA. These were started in Kapchorwa way back in 1988.

RECOMENDATIONS

- Legal aid is evolving and the service providers should creatively explore innovations that suit the trends.
- Form partnerships and make use of existing referral pathways to enhance service provision.
- Explore collaborative areas with the judiciary to offer holistic legal aid through dialogues with all the stake holders and Duty bearers.
- There should be a standardized approach to legal aid.

30. AVOCATS SANS FRONTIERS

Organizational structure

The organization has a Head of Mission and Programme Officers for Coordination, Administration, Finance, Logistics, and Human Rights. The Uganda team operations are guided by an independent board sitting in Brussels. The Board is composed of 9 people that are technical enough to guide the global operations of Avocats San Frontiers.

ASF intervenes in countries where human rights are not respected, where political violence and armed conflict reign, and where legal rules are flouted. Justice in those countries, too often arbitrary, does not guarantee the security of the population. Conflicts are not satisfactorily resolved before the local courts. People whose rights have been abused tend to resort to vigilante justice, which evolves into the law of the strongest or richest, and contributes to a climate of violence.

- Location: Kampala
- Date of establishment: December 2007
- Team: 1 expatriate, 6 national collaborators, 3 interns and 16 collaborating lawyers from the Uganda Law Society
- Funding: Australia Aid, Belgian Ministry of Cooperation and Development, Department for International Development (DFID), European Union, MacArthur Foundation
- Partners: Global Rights Alert

ASF has over the years nurtured the legal and technical expertise. Bearing in mind the need for coordination and strengthening of local initiatives, ASF creates partnerships with national and international organizations sharing the same concern for support of the most vulnerable people in communities. ASF also actively participates in carrying out key research studies aimed at highlighting the major issues arising in its thematic areas.

Mobilize lawyers to defend the rights of Ugandans

This project aims at strengthening the capacity of Ugandan lawyers in 9 districts, to protect the legal and human rights of vulnerable people on a sustainable basis through:

- Expanding the scope of pro bono legal aid services.
- Increasing the capacity of lawyers to provide high quality legal services.
- Improving the monitoring of legal aid systems of ULS (including both functioning of mechanisms and quality of services).

- Advocate for the establishment and implementation of legislative frameworks and national policies that protect rights of vulnerable persons.

Combating the problem of lengthy and unlawful pre trial detention

In line with ASF regional strategy to tackle with the issue of massive illegal pre trial detention in the Great Lakes Region, this project is based on:

- Providing access to free legal representation and advice to all new capital offenders with the collaboration of a pool of 16 pro bono lawyers.
- Lead advocacy initiatives for the progressive eradication of illegal detention through the promotion of both the “right to a fair and speedy trial” and the “rights of prisoners”.

Promoting the full implementation of the Rome Statute principles

As a signatory to the Rome Statute of 17 July 1998 establishing the International Criminal Court, Uganda has embarked upon a series of reforms required to deal with international crimes (crimes against humanity, war crimes and genocide). The goal of ASF’s International Justice Programme is to support this legal framework by providing technical assistance for the International Crimes Division (ICD), the court of competent jurisdiction to dispense justice for international and transnational crimes committed in the context of Uganda. Although this was formally established in 2011, the rules of procedure and evidence necessary for its actual operation were not yet in place in order to guarantee a fair trial. In view of this, ASF is providing technical assistance to the ICD to draft its Rules of Procedure and Evidence, in order for the Division to be fully operational.

ASF is also running awareness-raising campaigns with its partners within the communities affected by the conflicts as well as providing legal analysis of major themes such as the law of amnesty.

Assessing the impact of the exploitation of natural resources on Human Rights

Natural resource exploitation is a fast-growing industry that is quickly overtaking resource-rich Africa, but with mixed results for the most vulnerable people. In Uganda, while promising in terms of income generation and contributing positively to overall national economic growth and development, it has also led to complex violations affecting an array of human rights, the environment, and social and economic development with long-term and sometimes irreversible effects on the communities where such projects are undertaken. In view of this, ASF is undertaking baseline studies to assess the situation and develop appropriate corrective actions.

Supporting and protecting Lawyers and Human Rights Defenders (HRDs) in the East Africa Community

This multi-country project is being implemented in Uganda, Kenya, DR Congo and Burundi:

- Providing access to free legal assistance.

- Building HRDs capacities in protection mechanisms.
- Advocating for the adoption of legal and legislative measures protective of HRDs

Organizational mandate

Avocats Sans Frontiers' mandate is Promoting access to justice and establishment of the rule of law.

In 2007, the organization offered direct services where clients would walk in and be served, but changed to having full clinics and a field office in Hoima implementing programmes on business and human rights focusing on oil & gas. Avocats Sans Frontiers (ASF) has five core areas of operation and these are; Access to justice, Defending the 'defenders', International criminal justice, Strategic litigation and Economic and social rights.

ASF intervenes in countries where human rights are not respected, where political violence and armed conflict reign, and where legal rules are flouted.

Internal strengths

Quality and capacity of staff that understand the ethics of pro bono work. In addition, staff members have passion to do legal aid work, good coordination and timely response.

Internal weaknesses

High staff turnover and transition time to bring new people on board is long. This is strenuous as the available staff members have to take on a lot of work to beat deadlines. This causes fatigue at the end of the day.

External opportunities

Partnerships with different organizations like the Academia, Uganda Law Society, Justice centres Uganda that act as sources of experience and knowledge through trainings and workshops.

Threats

There is no sustainability of funding and this affects planning as there is always uncertainty. Cases drag on long and it's hard to put a budget cap on any case.

Work is subject to approved proposals. So before proposals are approved, there is no work going on.

Funding implications

Priorities for funding are business and human rights, and international justice, for both the organization and the funding institutions.

Organizational policies

Avocats Sans Frontiers has two policies that provide the framework of operation; what the organization does and how it is done. The policies are;

- Finance and administration policy
- Human resource policy

Staff is mainly sourced through adverts. Staff is retained by creating an environment which enables them to grow their careers, also provide health insurance and bonuses.

Organizational strategies

All the strategies in the thematic areas embed promotion of access to justice very strongly. The strategic objectives of the organization are outlined below.

- To support the provision of legal representation; raise awareness and educate the population on their rights and train community leaders.
- To build the professional capacity of lawyers; justice personnel (judges, police, prisons); and provide institutional support to bar associations for the development of the profession and organization of legal aid as well networking for creation of local synergies.
- To undertake advocacy through informal meetings with local and international institutions and authorities; submission of position papers; publications; and organization of roundtables (i.e. torture prevention in the Great lakes region).

Human resources

The organization has lawyers, Administrators, and Finance and accounts officers who ensure to operate within the organization's mandate.

Information generation and sharing

Information is generated by a client form which captures even demographic information and then entered into a data base and shared through meetings and reports and is then stored in computer data base.

Equipments

The organization has Paper files, Law books, Laptops, Recorders and Projectors. On the side of communication, staff members use telephones, emails, Skype, and radio spot messages.

TRAINING NEEDS ASSESSMENT

Key skills gaps

- Limited skills in trial advocacy.
- Lack of skills in handling of complex cases

Key training needs requirements

Immediate;

- Training in trial advocacy

Method of training

External internships and workshops were the training methods that staff members found appropriate and convenient.

Funding of training

Staff suggested that training should be funded by the Legal Aid Services Providers Network (LASPNET) as part of capacity building for the members.

OPERATING ENVIRONMENT

Avocats Sans Frontiers is keenly following the legal aid policy bill and working well with the Non Governmental Organizations board. Staff members try to remain as apolitically liberal as possible to avoid political collisions.

Budget is affected by inflation and this causes difficulty in facilitating witnesses in court, as fees are hiked.

With discovery of oil in the region of the field office in Hoima, many Civil Society Organizations (CSOs) descended on the region and the community is getting tired of them. Society no longer trusts CSOs and is suspicious.

Community has become corrupt and is no longer accurate in account of their stories.

In Buliisa oil conservation has drawn a lot of excitement.

Collaborations

Net work	Advocacy issues	Achievements	Collaboration challenges
Human Rights Network			
National Foundation for Human Rights Defenders	Advocacy, protection, access to justice		
Coalition Against Torture			

National Coalition on ICC			
Coalition against Human Trafficking			
Transition Justice group			
Legal Aid Service Providers Network(LASPNET)	Access to justice, legal aid mechanisms, improving legal and normative framework policies, strengthening lawyer and other key actors' capacities.		Thin staff on the ground and high staff turn over

Best practices

- Gender equality,
- Justice and fairness,
- Neutrality and impartiality,
- Professionalism.

Recommendations

Referral networks among LASPNET members need to be strengthened through constant communication and involvement in what current trends are and strengthening information systems.

31. AFRICAN CENTER FOR TREATMENT AND REHABILITATION OF TORTURE VICTIMS

Back ground and organizational structure

The African Centre for Treatment and Rehabilitation of Torture Victims (ACTV) is a unique African organization that was created in June 1993 in Kampala, Uganda by African professionals drawn from different walks of life under the guidance of the International Rehabilitation Council for Torture Victims (IRCT).

ACTV is accredited by the Ministry of Health to operate a medical referral centre that provides physical and psychological care that supports the process of rehabilitation of victims of torture by security agencies or by rebels in Uganda and neighboring countries. ACTV is also accredited by IRCT.

African Centre for Treatment & Rehabilitation of Torture Victims is headed by a Chief Executive Officer who is answerable to the Board of Directors. The CEO leads a management team comprising of the program manager, Branch manager Gulu, finance and administration manager, monitoring and evaluation officer and the clinic head.

Organizational mandate

ACTV's mandate is to provide quality holistic treatment and rehabilitation services to survivors of torture.

The organizations service delivery model is holistic and multi disciplinary in nature. It offers physiotherapy, psychosocial, psychological, medical, and legal and advocacy services. The core areas of focus are;

Treatment and rehabilitation of survivors of torture, awareness trainings of security agencies, Health Workers, Community Leaders, the media and the general public, Visits to detention centers, Research and Documentation.

The specific activities provided by ACTV are; Dissemination and Implementation of the Prevention and Prohibition of Torture Act, 2012 (Anti-Torture Law)

Outreaches in Uganda for both Holistic care and Advocacy against Torture

Internal strengths

Trained staff at degree level with practicing certificates - practicing certificates are important as clients cannot be represented by a lawyer without a practicing certificate.

ACTV IS accredited by Uganda Law Society to provide legal aid.

Passion and devotion of the team to do legal aid work.

Internal weaknesses

ACTV's mandate itself limits legal officers from representing clients in court. The mandate is about Treatment and rehabilitating torture victims and not representing them in court.

Opportunities

The will by development partners to collaborate and work with ACTV in addressing torture related issues is an opportunity.

Threats

The political environment and will by Government to supervise operations of NGO's and not let them work freely is a possible external limitation.

Funding implication

ACTV still faces limitations in funding litigation processes for survivors. Such services are costly.

Organizational policies

ACTV's policies are outlined in the Human resource manual which includes both program delivery and administration policies which guide in delivery of legal aid services. Also available is the finance manual and vehicle & transport manual.

ACTV's staff members are sourced through identifying a gap, advertising for such a position to select the best suited person. Internal recruitments can also be done to fill a gap. Appraisals are done semi annually.

Gaps in staffing levels exist at the time but a recruitment process has been started to fill vacant positions.

Organizational strategies

ACTV is currently implementing a 5 year strategic plan 2011 – 2015 in which legal aid has been properly planned for. Implementation of this strategic plan fits the legal mandate.

Human resources

The organization has Program staff, finance and administration including support staff. Experts include physiotherapists, legal officers, psychologists, social workers, doctors, nurses, accountants, Monitoring and evaluation specialists and various managers. All these participate in internal referrals for the legal aid services.

Report generation and information sharing

ACTV's information is generated through interacting / screening clients or through research. ACTV has designed data capture tools for such information and an electronic data base for storage and management of information. Sharing is done through reports and stakeholder meetings.

Available equipment

ACTV has general office equipment like desks laptops, chairs.

Gadgets are enough for staff at the moment.

TRAINING NEEDS ASSESSMENT

Key skills gaps

- Staff lack skills in handling of complex cases.
- Lack of skills in Counseling
- Limited trial advocacy.

Key training needs requirements

Immediate;

- Research, reporting and proposal writing
- Mediation and Arbitration
- Counseling
- Trial Advocacy
- Human Rights Law

OPERATING ENVIRONMENT

The enacted Prevention and Prohibition of Torture Act (PPTA) positively affects the provision of legal aid services. The political environment like the ongoing build up to the 2016 elections is a preventive factor in the delivery of legal aid services. State bodies are at times alleged to be involved in infliction of torture. Due to state interests, legally challenging some of these acts is often difficult because of the involvement of politics.

Economically, the escalating price of the dollar has an impact on the budget and planned activities as some of them are not met due to deficits in the budget

The society where ACTV carries out services has taken the organization's programs well. ACTV has a branch in Gulu and outreach in IDP camps where there are trained camp leaders in

basic counseling skills. The organization has piloted a programme of lively hoods where women form groups of 12 – 15 persons and are given ox ploughs, rice hullers and seeds for sunflower.

Technologically, the use of social media platforms to engage with clients and different stakeholders is the way to go; LASPNET should develop a platform with an administrator to manage the discussions.

On the legal side, accreditation by the Uganda Law Society takes long thus causing delays in attainment of practicing certificates.

COLLABORATION

Key network	Key advocacy issues	Key achievements	Collaboration challenges.
Legal Aid Service Providers Network (LASPNET)			Due to lack of funding for collaboration activities, physical visits are not possible.
International Rehabilitation Council for Torture Victims	Rehabilitation of torture victims		Due to lack of funding for collaboration activities, physical visits are not possible.
Coalition against Torture	Policy issues on torture, mainly prevention and advocacy.	ACTV recently influenced the passing of the PPTA through Coalition Against Torture	Due to lack of funding for collaboration activities, physical visits are not possible.

Best practices

The organization has adopted a practice of working with several other actors in provision of legal aid services through effective referrals.

Recommendations

ACTV recommends expansion of their mandate to broaden legal aid services provided to clients including representing them in court.

ACTV also recommends a continuation in collaboration and networking with partners in provision of legal services.

32. LAW AND GOVERNANCE ADVOCATES- UGANDA

Organizational structure

The organization has 4 members of staff and one reporting line. The Administration Officer and Legal Officer (who also doubles as the Programme Officer) report to the Executive Director. The Executive director reports to a Board of Directors. The Board is composed of 5 members who sit twice a year. It is an active board charged with technical guidance of the organization, fundraising and policy development.

Organizational mandate

Law and Governance Advocates Uganda (LGAU) has a dual mandate, law and governance; specifically how to use the law to advance governance to functionality of the institution and its structures.

LGAU's service delivery model has 2 programmes running; legal aid empowerment and governance and accountability implemented along each other through legal aid camps, public dialogues, and interface meetings

Internal strengths

LGAU is registered entity with Uganda Registration Services Bureau (URSB).

The organization is managed by a technical board of 4 people who support in provision of policy and oversight of administration.

Internal weaknesses

LGAU has a small team; many times the Executive Director doubles as the programme coordinator.

Lack of enough funding is a big weakness as some projects are put on stand still, awaiting funds.

External opportunities

Good relationship with coalitions and established institutions. LGAU is a member in 3 coalitions; Girl Child empowerment coalition, LASPNET, Civil Society Organization Budget Advocacy Group. Forming coalitions with other groups of similar values, interests, and goals allows members to combine their resources and become more powerful than when they each acted alone.

Threats

Funding fails LGAU to bridge relationship with coalitions, despite the fact that the relationship with coalitions is good.

LGAU has not grown in a strong organization and other providers could take advantage.

Funding implication

LGAU's priority is legal aid, but the gap is donors are not interested to fund legal aid because results are not tangible. The organization twists it to governance and accountability and alongside ads legal aid.

Organizational policies

- LGAU has the following policies.
- Human Resource policy,
- Finance policy which guides the organization in running smoothly.
- LGAU does not meet the NSSF statutory deductions thresh hold.

Organizational strategies

LGAU's strategy ensures citizens are aware of the laws, so it fits in educating and facilitating the law process.

Staff members initially were sourced through willing volunteers; lately there is a relationship with Makerere University faculty of Law to identify qualified lawyers. LGAU also sources through Head Hunting using the networks and coalitions.

Retention of staff is an issue but are motivated financially and with field trips.

Human resources

LGAU has Administration and programmes officers, Finance and administration officers and legal officers.

Report generation and information sharing

Information is generated from the field where cases are received, giving information. LGAU subscribes to internet sites that provide law books. Information is also generated from the LASPNET and Coalitions, Stored in soft copies and files of clients, Shared in reports through emails.

Equipments

The head office has 3 computers, 1 printer, a photo copier, Desks and resource materials. Telephones and internet are used as means of communication

TRAINING NEEDS ASSESMENT

Key skills gaps

- Lack of skills in Research, reporting and proposal writing

Key training needs

Immediate;

- Training in trial advocacy is urgently needed

Training method

Workshops and short courses were found to be the most suitable means of training.

Training funding

Staff members were in agreement about training being free of charge.

Operational Environment

- LGAU is keenly following the Non Government Organizations BILL.
- Although LGAU wanted to register as an NGO, dual registration halted the process.
- Politically, Civil Society Organizations are looked at as partisan which affects their work so they avoid making it look political.
- The organization works hand in hand with districts, they authorize it to work in the sub counties.
- The 2016 campaign season is building up, LGAU is looking at how to create awareness of electoral laws, mandates, and guiding on grievances.
- Donor trends are shifting, legal aid component hasn't been sold locally and nationally. Donors are comfortable funding coalition's not small institutions.
- Society perceives LGAU positively with work the organizations is doing to enable districts function and are accountable to the people.
- The challenge is the community substitutes LGAU's interventions as CSO's with what the district is supposed to do such that if the CSO's are not on the ground there is no relating with the districts. Some CSO's have not networked with districts leaving a gap.
- LGAU lacks a tall order on the technological frontier because of lack of a website up yet and other platforms like Twitter to engage with clients and stakeholders.
- The environmental concern has mainly to do with issues of community livelihoods stemming from the environment, when the organization plans a field exercise and there is

a change in weather like rains, then mobilization becomes a problem because people will first attend to work in their farm lands.

- Legally, LGAU is yet to be assessed by the Law Council because of lack of a fully fledged legal officer.
- Because of non accreditation, LGAU is not able to share reports with Ministry of Justice, and Uganda Law Society.
- The Legal Aid Policy is not yet passed.

Collaboration

Key networks	Key issues	advocacy	achievements	Collaboration challenges
LASPNET	Legal aid, and Governance		Taken roles in the Justice and Law Order sector	Funding to participate in collaboration roles
CSO Budget Advocacy Coalition	LGAU represents CSO's in sector specific review meetings LGAU does the budget analysis.		Brought on board the public finance and management act. Spear head governance and accountability lobbying	Time Clarity of mandate and role.

Best practice

Joint programming model helps to partner with established institutions

In the context of failing to raise funds as individual institutions for legal aid services, it is growing bigger and enables reaching more people with fewer resources.

Recommendations

Legal aid should be a state service because it would put CSO's in legal aid to advise on services and provide checks and balances.

Legal Aid Policy needs to be passed to establish a mechanism for institutions to provide services better.

Since funding by donors has shifted to coalitions there is need for joint fundraising. LASPNET should look out for calls of proposals for consortia funding and also formulate how to manage funds in a consortia.

33. LEGAL ACTION FOR PEOPLE WITH DISABILITIES

Back ground and organisational structure

Legal action for Persons with Disabilities (LAPD) is a non government and non profit organization formed by lawyers with disabilities to dispense legal duties to persons with disabilities through counselling, advice and representation through courts of judicature.

The organization has walk in clients who come to register cases; it also has legal aid clinics which it holds country wide.

It works with communities, Disability Organizations, government line ministries and statutory bodies and the general public.

Its founding members are youthful, vigorous and focused. They exude energy, confidence and an eagerness and patience for what they could achieve. Their determination has been bred from overcoming their own personal obstacles – not least the lectures at Makerere Law School being held up three flights of stairs.

The principle purpose of LAPD Uganda is to dispense legal duties to persons with disabilities through counseling, advice and representation in courts of judicature.

People with disabilities play an important and valued role in every community. All people, including people with disabilities, must have the opportunity to take part in important daily activities that add to a person’s growth, development, fulfillment, and community contribution.

LAPD works with communities, Disability Organizations, government line ministries and statutory bodies and the general public. LAPD was registered with the Non Governmental Organization Board in Kampala on the 27th November 2005 with a mandate to operate in the whole country. It has 5 board members that play guide the policy and technical direction of the Organization.

Organizational mandate

LAPD exists to offer free legal services to indigent persons with disabilities in Uganda. The organization has walk in clients who come to register cases; it also has legal aid clinics which it holds country wide. LAPD has five areas of interest that include;

- Awareness raising
- Lobbying and advocacy
- Capacity building for DPOs and individuals
- Research documentation and dissemination
- Networking.

Internal strengths

High integrity and professionalism of staff: The organization's interventions are valued, enjoyed and appreciated by all.

The organisation has no discrimination in service delivery on the basis of ethnicity, religion, disability, sex or age.

Accountability and transparency to all beneficiaries and the general public is a strength LAPD can boast of.

Internal weaknesses

Limited funding, the organization depends on donors and this is not sustainable and this leads to small coverage compared to the target community.

LAPD operates on basis of projects rather than programmes thus leading to sustainability challenges.

External opportunities

Networking with Disabled Persons Organizations and individuals, legal aid agencies, human rights agencies. This is a platform for acquiring knowledge and skills through workshops and trainings.

Disabled persons feel more comfortable being handled by the organization since they believe the organization understands their needs better than other organizations that are not specializing in disability cases.

Threats

The organisation relies on donors for financial support and has pending proposals not approved.

Funding implication

Priorities of funding are; Legal aid, Awareness, Advocacy and media campaigns. This applies to the organisation and the donors.

Organizational policies

The organization has a financial policy, Human resource policy and child protection policy. All have been recently reviewed.

The services are free, but the organization had to dismiss 2 lawyers for soliciting payments from clients. Staff are sourced by advertising in the media or internally and in networks of partners.

Organizational strategies

LAPD's strategies aim to strengthen the governance structures and human resource; enhance legal aid, advocacy, and human rights; increase access to reliable data on disability and human rights violation; mobilize financial resources for sustainable service delivery at national and regional level

Human resources

LAPD has Lawyers, Social workers, Accountants, security guards and drivers.

Report generation and information sharing

Information is generated from clients once they walk in to the offices or attend field clinics.

LAPD shares with partners through workshops and trainings, dissemination in reports, publications and articles in newspapers.

It is stored both in soft and hard copy. The organization has newly created a data base to capture and store all information.

Equipments

- Laptops,
- Internet,
- Motor vehicles,
- Photocopier,
- Generator.

Communication is done through the media, publications, and newsletters, brochures which are all free, pamphlets and booklets that contain translated laws of Uganda on land, marriage, succession, children issues, and discrimination at work on grounds of disability.

LAPD's face book account and website has helped the organization to engage with clients and stakeholders.

Gadgets are sufficient to staff.

TRAINING NEEDS ASSESSMENT

Key skills gaps

- Counseling

- Interpretation and Sign Language

Key skills requirements

Immediate;

- Training in Disability Law
- Training in Counseling

Training method

- Staff members were in favor of workshops as the best training method.

Funding of training

Members on staff were of the view that training should be free of charge.

OPERATING ENVIRONMENT

The People with Disability (PWD) Act needs to be challenged as well as the mental law which calls people insane and idiots.

There is a petition in court that is challenging how PWD’s elect leaders but it has taken a long time.

There is discrimination in participation in campaigns. PWDs are always pushed aside.

The organization gets funding from donors for a period of time, any changes in foreign exchange rates as well as fuel prices heavily impacts negatively on availability of funds budgeted for programs.

The society is interested in LAPD’s work even from those without disability.

LAPD has a website and an active Twitter platform which helps to engage with clients.

On the legal side, LAPD is working well with the Uganda Law Society.

COLLABORATION

Net work	Advocacy issues	achievements	Collaboration challenge
UNAD			
UDEO			
UNAB			

NUDIPU	Issues that affect PWDS		
LEGAL PROJECT AID			
LASPNET	Issues that affect PWDS, on land, succession, marriage, children, discrimination at work on grounds of disability		Funds limit participation. Difference in mandates and role

Best practices

- Training leaders on rights, who later teach the rest of the community especially in Northern Uganda.
- Giving out copies of laws translated in local languages e.g. PWD Act, Marriage Law, land law and Succession law.

Recommendations

Lawyers need to learn sign language interpretation to be able to deal best with those who cannot hear or speak.

34. MIFUMI

Organizational structure and background

The MIFUMI project was started in 1994. It is an international Non-Government women's rights organization based in Uganda. MIFUMI aims to empower women so that they can rise above many of the cultural traditions which leave them open to violence and other forms of abuse. Traditions such as child marriage, polygamy and bride price, the practice of the groom paying cows or money for his bride to her parents. Bride price equates women to property, making the woman less equal in the marriage and unable to leave a bad relationship unless she refunds the price that was paid for her.

MIFUMI is a women-led organization that seeks to end violence against women and children. Based in Uganda, they work with survivors and grassroots organizations to increase support and to enable them to become more effective and skillful in promoting women's rights.

MIFUMI is internationally recognized for its successful campaign and referendum against bride price in Uganda, a major contributing factor to violence and women's subordination. In 2007, MIFUMI became very interested in the concept of using sport for women's rights, and they ran exploratory karate and gender training for over 1000 girls across Schools in Tororo District.

MIFUMI has a Board of Directors at the top. The board is a strong team of seven technical persons including a medical doctor, a child specialist working with UNICEF and a Priest for relations with Religious institutions. The board is very independent and meets quarterly for the board business, and once a year with staff to understand their operational issues. MIFUMI team is led by the Executive Director who is based in Tororo at the head quarters and the Deputy Executive Director based in Kampala office. Branch offices are in Masaka, Mbarara, and Moroto.

Its model offers direct GBV services like psychosocial support, hand-held support emergency shelter to victims, legal aid services and medical support. It also has a prevention model of advocacy, community engagement as well as capacity building of partners and stakeholders.

Organizational mandate

MIFUMI's mandate is provision of Gender based Violence prevention and response services. The core areas of focus are; Advocacy to policy makers, Counseling support, Medico-legal services, and Hand-held support for survivors.

MIFUMI's activities are; Advocacy and lobbying through awareness programs on Radio, print media and community meetings, survivor support groups, community safety forums, case conferences, resettlement of survivors on a long term loan, economic empowerment by women by securing tenure land and property, providing emergency accommodation to those in need.

Internal strength

The structure of the organization helps to ensure mandate of the organization is monitored and successfully delivered as there are clear reporting lines and everyone knows what to do and when.

Services fit in an integrated way to enable organizational success.

Opportunities

MIFUMI works around advocacy of social cultural issues no one wants to address thus building a solid reputation in that programme area e.g. Female Genital Mutilation in Moroto.

Capacity building with stakeholders - MIFUMI gets requests to train on Gender Based Violence.

Internal weaknesses

None identified

Funding opportunities

Funding is mainly donor based but to a small extent internally generated towards the school. Gaps in funding are; funds at times are not available, and donors not seeing what the organization wants to do as being key.

Organisational policies

MIFUMI has policies listed below.

- Finance policy,
- Service delivery policy
- Engagement with stakeholder's policy
- Legal aid service delivery manual.

MIFUMI recruitment is by advertising in media, website & networks as per human resource manual.

Organisational strategies

MIFUMI Started out in Tororo but has now rolled out to different districts.

MIFUMI Partners with organizations in Uganda, Kenya, South Africa, and United Kingdom on Gender Based Violence, AIDS information centre, Mama's club.

Membership in networks like LASPNET and SIHANET gives the organization visibility.

Human resources

MIFUMI has programme staff, medical staff, educational staff, and farm staff; has Lawyers, administrators, finance and accounts, social workers, nurses, medical doctors and teachers.

Report generation and information sharing

MIFUMI has a system in place where work plan and corresponding budgets of activities are entered and it tracks progress. Forms are filed to capture primary data of children, survivors and follow up. A central information system shares and stores all information which is analysed and used in developing of internal and external reports.

Available equipment

- Furniture,
- Computers,
- Telephones and website.
- MIFUMI Computers are connected to a project management and M&E system and each staff member logs in with a password.
- MIFUMI has a help line with 2 counsellors
- Staff use telephones, emails/internet, and social media.

TRAINING NEEDS ASSESSMENT

Key skills gaps

- Skills in counselling and trial advocacy are lacking.

Key training requirements

Immediate;

- Training in trial advocacy

Training method

Workshops and short courses were identified as the best training method as they do not take up a lot of time.

Funding of training

Staff suggested that the training should be free of charge.

OPERATING ENVIRONMENT

When the Marriage & Divorce bill was tabled, the Organization faced attack from different Government agencies.

There is need to interpret the recent ruling on Bride price because some communities have got it wrongly.

Inflation impacts on budgets and funds for activities are reduced.

Society shuns people who have been victimized.

In some districts MIFUMI's work is viewed as bringing western culture.

On the side of technology, Internet isn't stable and the organization keeps moving from different Internet Service Providers. Service providers are profit motivated and costs are high. Satellite is expensive and the organization cannot afford it.

MIFUMI has embraced social media, has a public relations department handling twitter accounts and in 2016 the organization is moving to strategize on social media platforms to high light and engage on issues of domestic violence and bride price.

COLLABORATION

Key Network	Key advocacy issues	Key achievements	Collaboration challenges
LASPNET	Gender, violence against women and girls.	Participated in tabling the Domestic violence act, Consulted on Marriage and divorce bill, NGO bill which is in parliament	Lack of funding limits collective engagement. NGO bill has lots of work to do but there is no budget line to follow up. Interests of different organizations vary because each has its priorities.
Network of Public Interest Lawyers (NETPIL)			
Strategic Initiative for	Women's rights in the	Capacity Building to	Limited funding

Women in the Horn of Africa (SIHANET)	Horn of Africa Violence against Women	Partners within the Network on women's rights in the region Strengthened partnership and access to services within the Horn of Africa Learning platform for activists in the region	available for joint research on issues affecting women in the region
Uganda MEN ENGAGE Network	Male involvement in ending Gender Based Violence	Formation of a coordinated and functional platform able to discuss male involvement Advocacy on the role of men in ending violence against women and male involvement in ending GBV to both non-political, political leaders Male action groups set up in Eastern Uganda	Misunderstood messages on the role of men in ending GBV. Cultural attitudes that discourage dialogue for positive masculinities. Limited funding for active engagement on issues of GBV

Best practices.

- Survivor centred services help identify community needs.
- Hand held support
- Working with duty bearers – police, district leaders, religious leaders.
- Counselling services and mediation even for men. Men are now more involved.

Recommendations

Trainings for lawyers are good and should continue.

More training is needed along public interest cases to encourage more PIL cases as GBV is widespread and some clients lose out.

Legal Aid Service Providers Network should lead a campaign to make courts friendly to women and children.

There is a need for a fund for survivors of violence.

Legal aid bill needs to be passed to provide a framework for operations.

35. MUSLIM CENTER FOR JUSTICE AND LAW

Background and organisational structure

The Muslim Centre for Justice and Law (MCJL) is a local not for profit Non-Governmental organization founded in 2009 to advocate for the rights of the most vulnerable members of society. It is dedicated to promoting and advancing justice, tolerance and human rights in Uganda. The organization has a primary focus on members of the grassroots communities and further encompasses the diverse community as a whole.

MCJL is headed by a President with support from the organization's staff. MCJL has an established team of both full time and associate staff that is ready to implement MCJL activities. MCJL also works with part time consultants who bring on board technical expertise on a needs basis.

The organization also works with partners to draw synergies in areas of commonality. The partnerships are with existing local leadership structures in the communities, civil society organizations that implement related activities and development partners.

Muslim Centre for Justice (MCJL) is a membership organization; subscription is for Moslem lawyers who constitute General Assembly which is at the apex, followed by a Board of Directors and a secretariat. The Board of Directors is composed of 8 people, 4 of which are lawyers with MCJL. They are independent and guide the operations on MCJL, but have failed on the fundraising component among their roles.

Its service delivery model is by walk in by clients and a referral point in Butambala. It also works with faith based informal justice centres, caddie courts.

Organizational mandate

MCJL's mandate is to provide legal aid to indigent people who are vulnerable.

MCJL core areas of focus are; conducting a GBV prevention program in the districts of Kampala and Butambala targeting Muslim communities, and Advocacy program targeting Muslim women in marriage and property rights. Specific activities carried out are;

Legal Aid Services including Micro Justice (processing land titles and registering small business, birth and marriage certificate for poor people), Human Rights awareness and Legal Education (In schools and communities), Gender Based Violence Prevention and reproductive health and sexual rights Education, Children's Rights Including campaigns to end Child trafficking and labor, Rights of persons with disability and Democracy and Good Governance.

Internal strength

MCJL has trained staff at degree level with practising certificates. Practicing certificates are required in court representation.

MCJL is accredited by the Uganda Law Society to provide legal aid.

Passion and devotion of the team to do legal aid work. The team is dedicated to fulfilling the organisation's mandate. Staff also have special knowledge in Muslim personal law.

Training of paralegal sheikhs located at mosques to help in the caddie courts.

Opportunities

Government ministries involve MCJL in workshops, for example, Ministry of health, Ministry of Gender, and ministry of Lands.

JLOS and Parliament involve MCJL in legal drafting of laws

Internal weaknesses

MCJL has very many clients, client staff ratio is low.

There is also a burden of facilitating volunteers

Threats

Being a Muslim organization causes anxiety within security circles and at times fear to represent indigent Moslems who have sensitive cases.

Stereo types about Islam; looks of beards, dressing in Sharia lead to being over searched by security manning entry points even at court.

International view on Islam associates it with terrorism. Moslems worldwide are associated with terrorism and people have limited association with them.

Funding implication

MCJL has got four donors who fund different programme areas.

Priorities are legal aid, domestic violence prevention, youth empowerment, curbing violent extremism.

Gaps are; conditions for funding are not favourable e.g. organization is not allowed to spend more than 25% of the budget on administration.

Donors dictate the salary structure.

Organisational policies

- MCJL has a Finance manual,
- Human manual,

- Safety and security manual

Organizational strategies

MCJL provides legal aid and human rights education as well as radio talk shows for legal awareness.

Human resources

MCJL has 15 staff in Kampala including volunteers, and 1 at Butambala referral office. MCJL also has 20 volunteers at mosque level mainly paralegals who are diploma holders. MCJL also has Lawyers; Social workers; Accountants and Monitoring & evaluation officers. MCJL advertises internally, but at start of new projects it's through the media and at times uses networks and social media platforms.

Report generation and information sharing

MCJL generates information through research, reports, internet and newspapers. Newspaper clips are stored in files; annual reports are shared, and MCJL has an active face book page. MCJL has an information management system in which cases are entered and stored. MCJL has an SMS platform that answers questions and also a mobile phone application with legal information.

Available equipment

MCJL has a Computer server, ICT legal aid platform, with mobile phone application, SMS platform, vehicle and paralegals are provided with tablets and law books.

TRAINING NEEDS ASSESSMENT

Key skills gaps

- Skills in Research,
- Reporting and proposal writing

Key training needs requirements

Immediate;

- Reporting and Proposal writing.

Training method and venue

Staff suggested short courses and external internships as the best training methods.

Funding of training

Staff suggested that if LASPNET does not fund the trainings, then they should be free of charge.

OPERATING ENVIRONMENT

The Legal aid policy is not passed yet and yet this would help regulate standards of legal aid services.

NGO bill is a threat as it will restrict activities of NGOs to those that the state deems fit; Domestic Relations bill needs to be re-tabled.

Public order management act is also prohibitive; to carry out community sensitization the organizations need police permission.

Politically, the environment is hostile because of suspicion. Questions abound where the organization gets funds with some assuming it's from Arabs. Banks confess that the accounts are always suspected and queried.

During political campaign season, staff is advised not to get actively involved. The state has created a situation of fear of the unknown.

Inflation affects operations; fuel prices are rising and have an effect too because fuel is becoming unaffordable and yet required.

Socially, the issue of land scarcity has pushed the society to think of how to acquire it whether legally or not. This has caused an influx of land related issues.

Technology has had a positive impact; MCJL has an active face book page, SMS and mobile phone application platform for legal aid. MCJL has an Information management system linked by LASPNET and tracks all clients and their cases. There is improved research using the internet.

However there is also misuse of the internet, unreliable service provision, cyber crime, hacking, stealing money on the mobile money platform

Environmentally, roads are dusty; going to court using motor cycles makes lawyers dirty.

On the legal side, ULS takes long to certify legal aid providers and this causes a setback in their operations.

COLLABORATION

Key Network	Key advocacy	Key achievements	Collaboration challenges
Legal Aid Service Providers	Challenges of legal aid service provision.		Subscription limits participation because donors don't give

Network(LASPNET)	Advocacy for Muslims, lobbying with government statutory bodies like law reform council and parliament		funds for it.
Non Governmental Organization forum			
Human Rights Network (HURINET)			Engaging in activities with networks requires monetary contributions
Uganda Land Alliance(ULA)	Land concerns		
Uganda Network on Law, Ethics and HIV (UGANET)			
Centre for Domestic Violence Prevention	Domestic violence issues.		Contribution is limited to legal knowledge which at times is not enough

Best practices

Networking with other stakeholders to whom the organization refer to issues beyond its capacity.

Non discrimination of clients during service delivery whether disabled or different religion, 40% of clients are non Muslims.

Going up to the ground to know matters at hand and Prioritizing mediation rather than going to court which takes long and a lot of resources.

Recommendations

Quarterly review meetings are needed where legal aid providers share experiences and set agenda.

LASPNET needs to improve capacity of advocates by availing senior lawyers to handle complex issues as a way of guiding junior lawyers.

Donors should prioritize administration because it is the administration that gets the work done.

ULS should consider accrediting legal aid service providers first because they serve the community.

Legal aid service providers need to Support each other's innovations as members of LASPNET to have the best module of operation.

36. UGANDA CHRISTIAN LAWYERS FRATERNITY.

Background and Organizational structure

Uganda Christian Lawyers' Fraternity (UCLF) is a Civil Society Organization seeking justice for all in society through the provision of legal aid, legal education and research and policy advocacy on behalf of vulnerable people. Uganda Christian Lawyers Fraternity (UCLF) was founded in 1987 by Christian law students at Makerere University. In 2005 was registered as an NGO.

This year (2015), UCLF will Celebrate 10 years of Legal aid provision in Uganda.

UCLF is an association of Christian Lawyers who seek to share Christ in fellowship and outreach to the lost, in seeking justice for all society in spirit, love and compassion.

UCLF organizational structure has the AGM at the apex, then a Board of Directors, and a secretariat answerable to the board. The board is composed of 10 Lawyers who are members of the fraternity. To be a board member, one must be a member of the fraternity. The board is independent and highly technical in legal issues hence duly guides the operations of the organization. The secretariat has got 36 staff of which 25 are based in Kampala. The area of coverage on national level is Gulu (covers Amuru and Moyo), Masaka (covers Rakai), and Kasese. The Kampala office covers Buikwe, Kayunga, Mukono, and Wakiso.

Organizational mandate

Uganda Christian Lawyers Fraternity (UCLF) is an association of Christian Lawyers who seek to share Christ in fellowship and outreach to the lost, in seeking justice for all society in spirit, love and compassion. The four core programme areas of UCLF are; Criminal Defense, Paralegal Services, Public Work, Civil Legal Aid and Legal Education.

Specific activities of UCLF are;

- Court representation in domestic and land matters,
- Alternative dispute resolution,
- Legal advice and counseling,
- Court representation for capital offenders appearing before the High court and Chief Magistrates Courts,
- Research and advocacy,
- Fellowship for Christian Law students and lawyers,
- Students work,

- Legal sensitization for prisoners, community leaders, stakeholders and members,
- Paralegal work

Internal strengths

Commitment of staff members is very strong. In addition to commitment, the organization runs on Christian values and therefore upholds strong moral ethics.

Internal weaknesses

Limited manpower , available staff are over stretched. This is mainly due to limited finances because new members cannot be hired or retained.

Limited financial resources, and equipment, telephones are personal, with only one official line.

Existing opportunities

There is a wide membership of Christian lawyers that offer services to the organization when required.

UCLF is the only civil service provider doing activities with the remand home.

Organizational policies

UCLF has a financial policy – a manual that guides staff on utilization of funds, accountability, reporting to the donors as per donor guidelines.

ICT policy – enables staff to understand utilization of ICT facilities to enhance delivery of services.

Human resource policy – gives guidelines on how management and staff relate with each other and also with clients.

Risk management policy – manual helps to assess and mitigate risk within projects to be able to deliver project objectives.

Organizational strategies

UCLF adopted organizational strategy 2013 – 2018 with programme areas through which proposals are written to implement activities.

Human resources

Expertise at UCLF includes Lawyers, accountants and monitoring and evaluation. Risk management is a shared responsibility by all staff.

Information generation and sharing

Information is generated by a client form which captures even demographic information and then entered into a data base. It is then shared through meetings, reports and stored in computer data base.

Equipment

- Furniture,
- Computers,
- Photocopiers, law books, account books (quick books).
- Laptops, internet,
- Paper files, law books, recorders, projectors, telephones.

UCLF' website has helped the organization to engage with clients and stakeholders

STAFF TRAINING NEEDS ASSESSMENT

Key skills gaps

- Lack of skills in Trial and advocacy

Key skills requirements

Immediate;

- Training in trial advocacy

Training method and venue

Short courses and workshops were the generally suggested means of training.

Funding of training

Staff were of the view that if the training is not free of charge, LAPNET should fund the training.

OPERATING ENVIRONMENT

Election period is limiting service delivery because access to certain areas is denied unless the community leaders are bribed. In addition, Campaigns distract people , they go towards rallies.

Inflation affects procurement of goods as earlier budgeted.

Cost of living has gone up. Fuel prices have increased yet UCLF still has to cover wide areas.

Society lacks knowledge on adoption of children.

Society wants juveniles to be jailed yet it cannot be easily implemented, so justice institutions are in a dilemma on where to take these juveniles.

In Buganda some regions hold high their conflicts on land caused by non coexistence of land lords and bibanja holders.

Technology is evolving all the time some service providers are not computer savvy and are being left behind.

Legally the requirement that advocates should have paid up membership in Uganda Law Society and EALS before being offered practicing certificates needs to be reviewed. These requirements have cost implications yet service provision is free. UCLF's accountants cannot afford to sponsor themselves for continued professional development.

The court system isn't favoring legal aid service providers , fees are required yet clients cannot afford them. Corruption is also a hindrance.

In some instances judicial officers throw costs at the individual advocate especially where the advocate was negligent.

COLLABORATION

Networks	Key Advocacy Issues	Key achievements	Collaboration challenges
Legal Aid Services Providers Network(LASPNET)	<p>Issues concerning legal aid</p> <p>Issues concerning juveniles.</p>	<p>Empowering beneficiaries to provide legal aid.</p> <p>Moving court sessions for juveniles from the high court to the Naguru remand home as opposed to transporting them to court.</p> <p>Use of members of the organization to provide legal aid services on pro</p>	<p>Capacity of human resource in collaboration efforts is lacking</p> <p>Lack of financing to enhance effective collaboration.</p> <p>Attached conditions by ULS , to renew certificate one should have a certain number of pro bono cases yet UCLF's nature of work is pro bono and isn't recognized by ULS when renewing</p>

		bono basis.	certificate
Uganda Law Society (ULS)			
East Africa Law Society (EALS)			
Member of Advocates Africa Association for Christian legal associations in Africa			
Non Governmental Organizations Forum			
District Coordination Committees in districts of operation			

Best practices.

Empowered beneficiaries have replicated what they have been trained. When people are empowered they are in position to negotiate for their rights and also empower other beneficiaries within their households

Use of members is voluntary without attached conditions like Uganda Law Society does.

UCLF has an open day at Full Gospel Church , on a gazette Sunday where up to 80 people receive free legal aid service.

Networks and partnerships can enhance access to justice for example ULS in Gulu can handle a clients issues in Gulu.

Recommendations

Judicial officers need to be pro active , should not sit back in court but replicate system provided for juveniles at Naguru remand home.

Increase legal education sessions in communities and prison remand homes.

There should be an increase in number of empowered bare foot paralegals who directly interact with the communities.

37. UGANDA YOUTH DEVELOPEMENT LINK

Back ground and Organisational structure

Uganda Youth Development Link (UYDEL) is a non profit making organisation founded in 1993 by a group of professionals. UYDEL targets hard-to reach young people(10-24 years) living in the streets and slums, including commercial sex workers, drug users, abused children orphans and teenage mothers in Kampala city (Kawempe and Rubaga divisions, Wakiso, Busia and Kalangala districts).

UYDEL has a Board of Directors at the helm; the institution is headed by an Executive Director who heads a team of programme managers to implement its agenda. The board is composed of 8 members; and sits quarterly. The board is independent and guides the technical and policy direction of the organization.

The service delivery model is based on 5 programme areas; livelihood training, accommodation, life skills education and empowerment, research, advocacy.

Organizational mandate

UYDEL's mandate is to rehabilitate and reintegrate street children and empowerment of disadvantaged youth living in poor urban and rural areas of Uganda. UYDEL's work is focused on five core areas that include; Vocational Skills Training, Peer education, community awareness on Human rights, Behavioral Change, Child Protection and Rehabilitation. UYDEL's activities are outlined below.

Providing temporary accommodation to young people on rehabilitation and those that need safe home environments,

Providing youth friendly adolescent sexual reproductive health services (treatment of STIs, condoms, health talk shows,

Vocational skills training,

Providing Socio- economic reintegration for vulnerable young people,

Providing psycho-social support for orphans and vulnerable children, Counseling and referral of youth affected by drugs and substance abuse, Awareness raising and community education campaigns.

Withdraw, rehabilitate and reintegrate children and young people involved in commercial sexual exploitation and those trafficked for sexual purposes.

Internal strengths

UYDEL established youth drop in centres, friendly youth services which are friendly, timely, affordable, flexible and free of charge.

UYDEL has invested a lot in staff training to handle issues of youth empowerment.

Opportunities

Collaborating with a network of different regional organizations in Kenya, Tanzania, Rwanda Madagascar and Uganda sharing experiences, learning and exchange visits.

Attracting a lot of international support especially from Universities like Georgia State University through research.

Internal weaknesses

UYDEL's is donor dependent, 90% of funds are donor based, source of funding and sustainability are not yet established.

Threats

UYDEL works with sensitive issues like prevention of commercial sexual exploitation and human rights which lead to political misunderstandings and scepticism.

Funding implication

UYDEL's funding is donor based; priority areas of funding are alcohol and drug abuse prevention, prevention of child trafficking, HIV prevention, child labour, and sexual reproduction.

Organisational policies

UYDEL's has got;

- Human resource policy,
- Conflict of Interest policy,
- Child protection policy,
- Financial and Internal Control policy,
- Risk Matrix policy,
- Vehicle policy,
- Volunteer policy.

They facilitate day to day running and direction of work and are key in guiding implementation of coordination of projects.

Organizational strategies

UYDEL has a strategic Plan 2012 – 2017 currently implementing programs focusing on the disadvantaged youth in urban areas.

Human resources

Expertise areas include social workers, administration and management, finance, human resource, law, and accounts. UYDEL's Staff come in as volunteers or student interns initially because the nature of work is sensitive they need to understand the people and dynamics. Some staff are recommended. UYDEL advertises internally, but at start of new projects it's through the media. Retention is by motivation strategies, encouraging further education through refresher training.

Report generation and information sharing

UYDEL's information is generated from 8 youth drop in centers; data is then collected in hard copies and entered into a data base for analysis.

Information is shared through annual reports, publications, presentations at different for a, monthly newsletter, website

Equipments

UYDEL has computers, vehicles, telephones, and a website. Gadgets are not enough and Wi-Fi breaks down.

TRAINING NEEDS ASSESSMENT

Key skills gaps

- Skills in Counseling,
- Research, reporting and proposal writing,
- Mediation and Arbitration

Key training requirements

Immediate;

- Research,
- Reporting and proposal writing

Long term

None

Training method and venue

External workshops, short courses and workshops were the suggested methods of training.

Funding of training

Staff were of the view that LASPNET funds the training as part of capacity building for its members.

OPERATING ENVIRONMENT

Children Act is still pending thus affecting service delivery.

Sexual offences bill is not favorable to young people, sexual workers cannot report injustices done to them while doing illegal work.

Alcohol and drug abuse bill has been delayed to be passed thus affecting service delivery.

Some of the organization's projects get hijacked by political leaders because the organization has to work with them in the communities and they use it as an opportunity to campaign, this causes confusion and in some cases termination of the project.

There are many good laws on paper but enforcement is not strong, also policy makers, enforcers and investigators are ignorant. This affects service delivery.

The changing job market doesn't suit young people, the school drop outs from slums when being re-integrated find the job market not favorable thus difficulty in coping because of the unstable economic environment.

The youth and vulnerable are not seen as important, banks cannot give them loans, they have no collateral, some cannot read or write.

Society perceives young people as spoilt and cannot be corrected. Society therefore does not make an effort to help these children because society believes they are beyond repair.

There is stigma and discrimination especially sexual exploitation, prostitutes are seen badly, and when we work with them we are seen as promoting them.

On the technology side, Kampala Capital City Authority's 5 year programme for elimination of slum communities will affect work because slum people will have to be re-integrated into other areas. There will be new issues of risk and vulnerability.

On the environment side, Drainage disposal and systems are not developed, sanitation is poor and so is hygiene. Structures of houses built are weak, living conditions are not good.

On the legal side, Enforcement of laws is inadequate.

The country believes in arresting, prosecuting and imprisonment of offenders, there are no diversionary programmes.

COLLABORATION

Key network	Key advocacy issues	Key achievements	Collaboration challenges
Child Protection Working Group	Child sexual exploitation, trafficking, HIV sexual reproduction rights, alcohol and drug abuse prevention, child labour		Lack of resources to ensure effective collaboration. Sometimes not enough evidence and data to support the networks. Commitments by organizations are different.
Taskforce of Prevention and Trafficking of Persons	Trafficking of children	Working on alcohol policy formulation and trafficking in people's policy.	Sometimes not enough evidence and data to support the networks. Commitments by organizations are different.
Online Working Group of Child Sexual Exploitation			
NGO Forum			
UNASSO			Commitments by organizations are different.
Mentor Foundation			
East Africa Regional Network of Sexual Exploitation	Child sexual exploitation,		Commitments by organizations are different.
LASPNET.	Membership issues		

Best practices

Development of evidence data and information: through this, effective referrals have been supported; UYDEL knows who is doing what and where.

Collaboration is another best practice because it is through collaboration that UYDEL gets capacity building and exposure to resources and a collective voice, platform to share experiences.

Recommendations

Involvement of partners in planning, management should be strengthened.

Involve in collection of research data to support programs and more capacity building initiatives for members.

LASPNET should involve members in proposal formulation and implementation.

There is need to balance the social legal perspective of member institutions so that the vulnerable communities served get proper service delivery,

38. WAR CHILD CANADA

Organizational structure

War Child Canada is headed by a Country Director responsible for overseeing the entire organization supported by Programme Managers in Logistics, Operations, Security, Finance and Administration.

WCC has 3 field offices in the Acholi region, Arua, Adjumani, Koboko and Kiryandongo

War Child International is founded in the Netherlands and operates primarily under Dutch law; but also works in various countries – where it abides also to the local laws. In line with Dutch law, rules and regulations, War Child International clearly separates the executive/managerial responsibilities and duties, from the supervisory responsibilities and duties. These rules ('Rules') concern the main duties and responsibilities of the Supervisory Board ('SB'). A Supervisory Board may also be known as Board of Trustees, Board of Non-Executive Directors, or Board of Governors. In these Rules, War Child International uses 'Supervisory Board', as it comes close to the Dutch official title "Raad van Toezicht".

In essence, these Rules state that the SB shall:

- Act within its powers, in good faith, and in the interest of WCH and in particular the war children it serves - using good care and skill in their work; - make sure it is sufficiently informed;
- Take into account the relevant factors and the perspectives of all those involved in WCH;
- Manage conflicts of interest;
- Be composed as a 'diverse' group of qualified and independent supervisors; - supervise, monitor and advice executive management;
- Be the employer to the Statutory Director See to it that WCH serves its purpose, to the benefit of war children, in a proper way.

Organizational mandate

WCC's Mandate is in 3 core areas; education, justice lively hood and youth engagement.

Throughout Northern Uganda, War Child Canada provides legal protection programming for survivors of sexual and gender-based violence (SGBV) and child abuse through community outreach, capacity building and provision of legal services. In response to the South Sudan crisis, War Child Canada is also improving access to education for South Sudanese refugees in Uganda. This is done through Accelerated Learning Programs to ensure that the children can carry on or begin their formal education.

War Child Canada is currently working to increase access to quality education for South Sudanese refugee children. Since many of the children have either little, or varied formal education accelerated learning programs ensure they either catch up or keep up with their education during this time of transition. War Child Canada is working with the Ministry of Education to identify and train teachers from the refugee community, provide children with school kits and set up temporary learning centres in which to run accelerated learning classes.

War Child Canada is also raising awareness amongst community members on the right to education and the importance of continuing education for the children who have been displaced. A particular emphasis is put on the rights of the girl child. This is communicated through public service announcements and radio panels in the refugee settlements.

As a registered law firm in Northern Uganda, War Child Canada has been working to address the lack of legal protection for women and children survivors of SGBV and to curb the prevalence of perpetrators' impunity since 2007. Services include: legal counseling/advice or referrals, in person or through a toll-free legal hotline; alternate dispute resolution (mediation); and court representation in civil or criminal cases. War Child Canada is also working with South Sudanese refugees and host communities in Adjumani to provide an emergency protection program which includes the provision of legal aid, referrals to life saving services and reducing the risk of SGBV. In 2014 alone, 681 SGBV cases were handled through provision of free legal aid services.

War Child Canada is also working to strengthen the capacity of legal aid service providers across northern Uganda. In partnership with the Legal Aid Service Providers Network, War Child Canada has developed an information management system tailored to the needs of Ugandan law firms to streamline case management, boost networking and referrals between organizations and to allow for more robust data collection on human rights abuses.

Key internal strength

WCC employs local people who understand the local community, the practices of the communities as well as their languages.

WCC has invested in capacity of institution training awareness using different platforms.

Development of an information management system tailored to the needs of Ugandan law firms to streamline case management, boost networking and referrals between organizations and to allow for more robust data collection on human rights abuses.

Internal weaknesses

- High labour turnover of legal practitioners because of the area of operation dealing with troubled youth.
- The organisation has a short term funding; the funding basket is not strong in terms of expansion and resource base.

Opportunities

There is a strong team at headquarters in Toronto, looking at growing the organization, supporting systems and fundraising.

WCC has strong relationships with key donors including UN agencies.

Good working relationship with government ministries; Gender, justice & Constitutional Affairs, Office of the Prime Minister.

Threats

Politically influenced environment in delivery of legal aid. Large perpetrators of injustice are powerful individuals and lawyers constantly live in fear.

Competition among legal aid service providers, any attempts to engage in partnership is seen as competition.

Community has an attitude that accessing justice is for the rich. They do not give Justice a chance.

Organizational policies

- Finance policy
- Human policy
- ICT policy
- Administration policy

Organizational strategies

WCC's organizational strategies are driven by the mandate and built internally on intervention priority areas.

WCC Started out in Tororo but have now rolled out to different districts.

Partner with organizations in Kenya, South Africa, and United Kingdom on Gender Based Violence, AIDS information centre, mama's club.

Membership in networks like Legal Aid Service Providers Network (LASPNET) Uganda Association of Women Lawyers (FIDA) gives visibility to the organization.

WCC's strategy ensures citizens are aware of the laws, so it fits in educating and facilitating the law process.

Human resources

War Child Canada has permanent and volunteer staff. Volunteers train paralegal staff in refugee settlements.

Lawyers, social workers, accountants, monitoring & evaluation administration and management, researchers, and counsellors make part of WCC team. WCC staff are recruited through the Human Resource policy and compatible to Uganda's labor laws. WCC advertises in the media, internally and using networks. Retention is through creating an environment that enhances personal growth and professional development. Staff is motivated through staff exchanges between different projects externally across the global programme, insurance and medical schemes.

Information generation and report sharing

WCC generates information from internal resource centre's and their chambers, regular strategic meetings, consultations with government ministries, partnerships, community. It is shared through electronic media, social media, newspapers, radios, brochures and reports.

Equipments

- Office equipment,
- Vehicles,
- Motorcycles,
- Generators

On the communication side, there is increased use of Internet; and WCC is active on social media

TRAINING NEEDS ASSESSMENT

Key skills gaps

- Skills are lacking in Research,
- Reporting and Proposal writing,
- Mediation and arbitration.
- Counselling

Key training requirements

Immediate

- Trial advocacy

Training method

Workshops and short courses were identified as the best training methods.

Funding of training

Staff agreed that training should be free of charge in order not to stain the organization's resources.

OPERATING ENVIRONMENT

Children act is not enacted and this is creating risk and threat to service delivery.

Political environment is a threat, campaigns are up coming and will re-organize structures in which services are delivered, and some staff that have been trained are resigning and going into politics. There is going to be a slowdown in service delivery especially mobilization

Inflation affects planning. Sometimes plans do not come to pass because of shortage of funds.

Societal changes are driven by a deep seated attitude of traditional practices.

Much as there is unlimited medium of sharing information through the latest technology developments, the targeted beneficiaries are ignorant; the communities are in remote areas where telecom companies are not ready to invest.

The majority of legal aid service providers avoid going to remote areas because the terrain is not favorable to them, changes in weather are uncontrollable but the organization plans in line with them.

Regulation is not efficient and effective; there is delay in inspection and certification of law chambers and advocates. This is largely influenced by the lacking legal aid policy.

COLLABORATION

Key networks	Key advocacy issues	Key achievements	Collaboration challenges
Legal Aid Service Providers Network (LASPNET)	Child protection	Establishment of an Information management system for legal aid service providers at LASPNET	Mobilization by LASPNET. Discussions are held at regional level instead of the centre's where people involved in the work would be able to listen and speak

Justice, Law and Order Sector(JLOS)	Child protection, Gender based violence, law reforms, and refugee settlement issues.	Getting judicial officers to speak to the people.	
Ministry of Justice and Constitutional Affairs	Gender based violence,		
Ministry of Internal Affairs	law reforms, and refugee settlement issues		
War Child International	child protection		

Best practices

Use of volunteers, WWC engages them well; the practice is being replicated in gender based violence working groups.

Prompt approach of delivery of legal aid, Democratic Governance Facility (DGF) was keen on producing a best practices manual but this didn't happen because of administration issues with partners.

Recommendations

LASPNET needs to Invest in understanding existing capacity and needs that are required to close the gaps by critically assessing the service providers, through Capturing and sharing data among legal aid service providers.

Improvement of collaboration of partners is needed to explore each other's strengths, like fundraising, mobilization and different innovative approaches.

39. UGANDA NETWORK ON LAW, ETHICS AND HIV/AIDS (UGANET)

Uganda Network on Law Ethics and HIV/AIDS (UGANET) is national non- Governmental organization that was established in 1995 to bring together organizations and individuals who are interested in advocating for the development and strengthening of an appropriate policy, legal, human rights and ethical response to Health and HIV/AIDS in Uganda. UGANET was conceived, after recognition that the protection of human rights has a critical role to play in influencing the success of HIV/AIDS interventions intended to prevent further spread, and to mitigate the impact of HIV/AIDS.

Its thrust is to contribute to the development and strengthening of appropriate human rights, legal, policy and ethical response to HIV/AIDS, which will facilitate a collective action towards the control and eventual eradication of HIV/AIDS.

UGANET has been at the forefront of advocating for law reform, better enforcement of existing laws, building the capacity of key stakeholders and empowering individuals living with or those affected by HIV/AIDS and their communities to know and to demand their human rights.

Geographically, UGANET covers both the national and regional levels. At the national level, UGANET implements policy- dialogue and advocacy for enabling legal and social frameworks through capacity building activities which involve key stakeholders including the judiciary, the police and parliament. In addition, the organization carries out human rights trainings for Civil Society Organizations in human rights based responses to HIV programmes

Organizational structure

UGANET is governed by the General Assembly of its Members which appoints the Board of Directors responsible for policy guidance. Day to day activities of UGANET are coordinated by a Secretariat headed by an Executive Director and supported by Programme and support staff. At the community level, UGANET's work is promoted by community volunteers who are constituted into teams of paralegals and community activists.

Organizational Mandate

UGANET was established to advocate for and contribute to National efforts in addressing human rights, ethical and legal challenges that arise in the context of HIV. Enshrined in Article IV of the UGANET Constitution, are the objectives of the Organization which focus on creating an enabling and strengthened human rights and legal environment in the national response. UGANET executes this mandate through advocacy for enactment of supportive laws, formulation of right based policies, rallying of duty bearers to actively promote and protect rights of HIV vulnerable persons, empowerment of persons living with and affected by HIV to know and demand their rights and provision of legal aid to those whose rights have been infringed upon.

Specifically, UGANET mandate lies on the foundation that the law and human rights have a role to play in influencing the success of interventions intended to prevent further spread of HIV and also mitigate the adverse social impact and suffering caused by HIV/AIDS. Legal

protection and empowerment is a vital intervention in tackling causes and effects of vulnerability to HIV infection.

At the centre of UGANET's legal interventions is diligent service to vulnerable groups and focus on advocacy for the elimination of risk factors that continually increase susceptibility of particular groups to abuse such as societal exclusion, stigmatization, blame, violence, deprivation of property, denial of control over bodily integrity and sexual reproductive health rights.

Internal strengths

UGANET has a sustainability plan. The sustainability of UGANET will mainly be at three levels namely: Institutional; Programmes; and Financial sustainability. With a developed active and strong membership, Governance structure and empowered Management team at the Secretariat, UGANET will structure growth and sustainability in each of the levels.

The organization has fifteen years of experience with a clean record of financial management due to excellent internal controls.

Internal weaknesses

- Limited funding to reach out to more clients and sustain activities in the current operational areas.
- Lack of training opportunities for the field legal staff to be able to address more social issues related HIV/AIDS issues.
- There is need to strengthen the Monitoring and Evaluation system to meet the information needs of the organization. The M&E system is still weak.

External opportunities

At National level, UGANET closely collaborates with Government in the HIV and Health sector, the Justice, Law and Order sector and in the Social Development sectors, Parliament of Uganda and other institutions of government such as the AIDS commission and human rights Commissions. UGANET coordinates an advocacy consortium of over 40 local human rights and HIV Civil society organizations with whom the organization jointly advocates for key policy issues.

Threats

The current legal and social cultural environment is characterized by HIV related legal challenges, such as proposed legislations that threaten to deprive human rights, lack of legal support for vulnerable groups, deep rooted socio-cultural norms and practices that undermine the human rights of persons living with, affected and at High risk of HIV. All of these pose a serious barrier to the success so far achieved in the HIV response in Uganda.

Funding implications

Given the huge amount of work needed to make an impact on HIV&AIDS in the country, it is clearly evident that UGANET will require substantial financial support from development partners. As earlier indicated (UGANET has since its inception been kindly supported with funding from the following core donor partners namely CSF, Akiba Uhaki, Gestos Brazil, Irish Aid and Open Society. In addition, UGANET intends to actively mobilize resources from other funding sources such other donor agencies, Global Fund, government agencies, private sector, membership fees, and other emerging sources.

Organizational policies

Globally, there are a number of policy frameworks and strategies that are presently guiding the HIV response from which this strategic plan has derived guidance and inspiration, on the overarching principles of human rights based programming and eradication of barriers that hinder access. They are namely:

The UN AIDS 2011- 2015; getting to Zero - Zero New infections, Zero HIV related deaths, Zero discrimination

The WHO Global Health sector strategy on HIV 2011- 2015

The Agenda for Accelerated Country Action for Women and Girls, Gender equality and HIV, Operational Plan for the UNAIDS Action Frame work: addressing women, girls, gender equality and HIV 2010

Nationally, this plan has been guided by the Uganda National HIV and AIDS Policy 2011, the HIV prevention strategy 2011, National HIV Strategic plan 2007 to 2011, the Mid Term and the Annual review of the National HIV Strategic Plan.

Organizational strategies

The UGANET Strategic Plan 2011- 2015 has been developed to guide UGANET programming priorities. The overall goal is to reduce HIV related vulnerability through increased social and legal protection.

This strategy was developed through an inclusive and open process. It involved reflecting on the needs and opportunities ahead of us through a series of meetings amongst UGANET members, stakeholders, staff and the Governance Body, with the support of an independent consulting team.

UGANET has developed this strategy in response to the current legal and social cultural environment that is characterized by HIV related legal challenges, such as proposed legislations that threaten to deprive human rights, lack of legal support for vulnerable groups, deep rooted socio-cultural norms and practices that undermine the human rights of persons living with, affected and at High risk of HIV. All of these pose a serious barrier to the success so far achieved in the HIV response in Uganda, if left un attended to.

This Strategic plan has been crafted in line with the National HIV Strategic plan 2011/2012-2015/2016 which calls for a combined HIV Prevention Strategy that incorporates not only

biomedical and behavioral change interventions but also socio structural interventions that address factors that increase vulnerability amongst particular groups. It is also in line with social support and protection thematic area that is focused on protecting persons most vulnerable to abuse of rights on account of their HIV status.

Implementation of this strategy shall achieve the following results:

- Research and Policy Advocacy,
- Addressed social structural and institutional factors to facilitate social protection services of vulnerable groups,
- Increased Legal support and protection of vulnerable groups and Improved Institutional capacity of UGANET to deliver its mandate.

UGANET interventions within this planning period will target the following vulnerable groups who are mostly affected and are at risk.

- Persons living with HIV/AIDS who continue to suffer high levels of stigma and discrimination and Orphans and Vulnerable children that are in need of a safe and supportive environment that guards them against sexual violence, exploitation and protection of their property.
- Women and Girls who suffer high levels of violence and deprivation of property rights, sexual and reproductive health rights

Prisoners who are at high risk of HIV infection and those living with the virus that suffer inadequate HIV /TB services, undergo hard labor , and continue to be in incarceration unjustifiably due to delays in the justice system and Persons with disability who bear discrimination and human rights violations because of their disability and HIV status.

Human resources

UGANET has Legal officers, Advocacy officers, and Programme officers, Legal assistants, Driver and a Guard.

Available equipment

- Enough office space
- Laptops
- Office furniture
- Vehicles

TRAINING NEEDS ASSESSMENT

Key skills gaps

- The lawyers lack good trial advocacy skills for litigation of cases at courts.
- Persuading clients to agree to ADR as an alternative to dispute resolution where some prefer litigation at first instance.

Key skills requirements

Immediate;

- Practical art of advocacy training for improved effective and persuasive advocacy leading to justice for clients
- Alternative Dispute resolution i.e. handling mediations for more cases handled without recourse to court which is costly and lengthy.
- Attaining skills in interviewing clients and basic counseling skills for lawyers for better ability to handle legal advisory and counseling support to clients.

Long term;

- Training on Social justice advocacy
- Trial advocacy training, human rights education and training.
- For long term career developments, staff expressed interest in Formal in-house or external professional mentoring from senior lawyers, Resource mobilization/Proposal writing, Project management/Monitoring and Evaluation.

Venue of training and funding

Staff members all agreed that training should be free of charge and the trainings should be at hotels.

OPERATING ENVIRONMENT

The Ugandan Parliament is considering the enactment of an HIV/AIDS law with one of its main objectives being the creation of criminal penalties for intentional transmission. This includes criminal liability against the failure to disclose status to one's partner, failure to use a condom in a sexual encounter where one knows their status .The bill also introduces harsh penalty and empowers medical practitioners to disclose test results of an individual to a third party. This however, will constitute ground for increased human rights violations against persons living with and affected by HIV, and will not contribute to the slowing down the epidemic

Also, there is the Anti-Counterfeiting Bill 2009, which may have a high likelihood of undermining access to generic drugs. The availability of quality and affordable generic medicines, and use of all flexibilities in intellectual property laws have resulted in a high fold increase in access to ARVs over the past 10 years. However the demand of treatment remains unmet. The most recent scientific research indicates 96% reduction in the risk of HIV infection a very important reason to encourage the scale up of treatment. If this Bill is passed, it has the effect of regarding Generic drugs as counterfeit, in that regard a serious problem of drug shortage will ensue and many lives put at high risk.

There are more laws and bills that will directly or indirectly interfere with the accessibility and effectiveness of HIV-related measures for prevention and care. Examples include laws perpetuating the unequal status of women, the anti-homosexuality Bill 2010 and the sexual offences bill 2010 both have the effect of criminalizing same sex relations. The former providing the death penalty where one transmits HIV to another in that practice. It requires medical practitioners providing treatment to report such cases, in that case it feared that it keep away many people from accessing care. With the scientific evidence that indicates that there is a growing rate of HIV incidence in Most at Risk Populations the legal framework would be geared to finding solutions that will effectively address this problem.

At a Regional level, the East African Community HIV and AIDS Management Bill 2010 is before the East African Parliament. It was formulated on the basis of the Human rights based approach to facilitate uniformity and commonality of approaches, provide protection and enforcement of rights of the infected and affected and prohibition of discrimination. This proposed Bill is being viewed a necessary tool if passed that will ably regulate the HIV response and foster social change.

This bill if passed, it would impact on Uganda legal environment by strengthening positive aspects of the law that are presently weak, it however calls for massive advocacy, collaboration and raised understanding of the need of a rights based laws among EAC partner states.

Socially Deep-rooted customs, norms, practices and attitudes cause the gross human rights violations amongst persons living with and affected by HIV. These are long established customary laws that have an effect on influencing the way of life and decision making in many contexts. Some of these laws are outlawed by the Constitution of Uganda, but continue to be enforced because people do not have the knowledge and power to challenge them. They include for example women property and inheritance rights in the HIV context. Women are denied access to ownership and usage of land because customarily, women are perceived as chattel/property and cannot be allowed to own property in their own right. Denying this right that would economically empower women, puts them in a weak position where they face abuse and exploitation especially when already powerless or stigmatized by HIV.

HIV related stigma and discrimination persists and continues to pose significant barriers to a successful HIV response in Uganda and remains a major cause of gross human rights violations against people living and affected by HIV. Persons directly affected by HIV are blamed, victimized on account of their status; they are denied employment rights, land and property ownership rights and other related abuses.

Uganda Prisons Service comprises 223 prisons (48 central government prisons and 174 local government prisons), which until recently were under the direct control of the local governments. Prisons themselves are extremely high-risk environments for HIV transmission due to many reasons: they are sites for illicit drug use, and unprotected sex and, violence. The rates of HIV infection among of prison inmates and in other detention centers are significantly higher than those of the general population. In Uganda, the prevalence is estimated at 11 percent almost double the national rate of 6.4 percent. It is even higher among women at 13 percent compared to their male counterparts. Prisoners come from and mostly return to the community, carrying infectious diseases from one to the other. Limited access to quality HIV/AIDS care is a human rights issue which must be addressed.

UGANET works at all levels – At National, closely collaborates with Government in the HIV and Health sector, the Justice, Law and Order sector and in the Social Development sectors, Parliament of Uganda and other institutions of government such as the AIDS commission and human rights Commissions . UGANET coordinates a an advocacy consortium of over 40 local human rights and HIV Civil society organizations with whom the organization jointly advocates for key policy issues.

At district level – its focus is in 10 districts in which it runs legal aid clinics- Kampala, Mukono, Lira, Oyam, Pallisa, Namutumba, Rukungiri, Ntungamo, Masindi and Kiryadongo. At grass root level UGANET has mobilized and continues to support 100 community paralegals, 60 Community activists and 40 community watch dogs.

Recommendations

The Domestic Violence Act was passed in 2009, but has not been implemented. This law provides for protection against Violence in domestic settings and gives clear procedural guidelines on access to redress and support from Government institutions. More and more persons continue to suffer waiting for it to be drawn. There is need to implement the bill.

The Marriage and Divorce Bill has been in Parliament for years, it has faced resistance from sects of the public and consensus is still being sought. Among other things it addresses the unequal status of women and has positive outcomes for women's social health, economic rights if when passed and enforced would alleviate vulnerability incidence. Government has not prioritized this Bill and needs through massive CSO advocacy.

40. THE LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY

Background and Organizational structure

The Legal Aid Project (LAP) is a Non Government Organization established in 1992 by the Uganda Law Society with assistance from Norwegian Development Agency (NORAD) and the Norwegian Bar Association, to enable indigent, marginalized and vulnerable people access quality legal aid service in Uganda. The project currently operates through ten (10) clinics in Kampala, Jinja, Luzira, Kabale, Kabarole, Masindi, Mbarara, Soroti, Gulu and Arua and neighboring environs.

The Board of Directors provides policy guidance and oversight to LAP. It consists of nine (9) members who meet quarterly. The clinic is run by two organs namely; the Legal Aid Pro Bono committee that reports to the Executive Council of the Uganda Law Society and oversees a multi disciplinary management and technical staff. The secretariat management team is tasked with oversight and implementation of the project's strategic objectives and reports to the Legal Aid Pro Bono committee.

Organizational mandate

The LAP has the mandate of enabling indigent, marginalized and vulnerable people access quality legal aid service in Uganda.

Services provided by LAP include; Provision of Legal Information and advice, Mediation, Negotiation and other alternative dispute resolution services, Court Representation, Training Para Legals in areas where there is limited supply of Advocates, Conducting Legal and Human Rights Awareness programs, Production of Human and Legal Rights publication materials, Lobbying and Advocacy for Pro poor Laws, Research, documentation and Dissemination.

Internal strengths

LAP has been in existence for the past twenty five (25) years and has grown in every sub region creating wider coverage. In addition, LAP has a capacity to attend to more than fifty thousand (50000) clients annually due to the dedicated staff.

LAP has well established structures internally and this has enabled LAP to win many awards. For example, for the last 3 consecutive years, LAP has won awards for best financial reporting by the association of Auditors. These awards act as motivation and makes the staff feel appreciated hence increasing their performance.

Weaknesses

LAP is largely donor dependent. 90% of funds are from donors and this means the project follows the donor agenda which sometimes may contradict with the project's agenda.

Limited presence of Advocates in some areas: most upcountry communities have few law firms and yet majority of the rural populace cannot afford the usage of legal fees. Some areas like

Bundibugyo have only one advocate and this creates a situation where the demand for Pro Bono services and legal aid exceeds the supply for the same.

Opportunities

LAP has established a brand with Uganda Law Society that was created by act of parliament and has a wider and bigger mandate in terms of operation and reputation. This has given LAP leverage over other Legal aid service providers.

The free continuing legal education (CLE) workshops accredited by the Uganda Law Council have been instrumental in imparting skills provided by a pool of experts to improve capacities of LAP lawyers.

Threats

There is a lot of backlog of cases attributed to the fewer number of judicial officers to handle the cases. This has led to continuous adjournments of cases which has become costly to the project and caused delayed justice to the already vulnerable and marginalized groups. A number of judicial officers in upcountry stations handle more than two stations hence delaying access to justice.

There is increased demand for legal aid services in all clinics which directly affects the limited human and financial resources of the project.

Funding implications

LAP has since its inception been funded by NORAD through the Norwegian Bar Association. Other supporters include; The Justice Law and Order Sector (JLOS), The Democratic Governance Facility, The Canadian Bar Association and Avocats Sans Frontiers.

Existing policies

LAP has a number of policies that include;

- Financial policy
- Human resource policy
- Anti corruption policy
- Clients charter
- Operational manual

Strategic objectives

The project has strategic objectives outlined below.

To provide high quality legal aid services to indigent men, women and children

To promote the respect for rights and the rule of law in Uganda

To lobby and advocate for legislation and policies which act in favor of the poor at national, district and lower levels.

To develop and strengthen management systems as well as the general organizational development of LAP To strengthen the governance of LAP in order to ensure good strategic leadership and direction by the Board of Trustees of the Legal Aid Project

To build mechanisms and aggressively mobilize resources to ensure financial sustainability of Legal Aid services

Human resources

LAP comprises of Lawyers, Advocates, Finance and Administration officers, Policy, Research and advocacy specialists, systems administrator and Monitoring and Evaluation specialists.

LAP has over 150 active community based volunteers/paralegals for purposes of broadening community outreach in the rural end.

Report generation and information sharing

Three categories of reports are generated which include monthly reports, quarterly reports and Annual reports. Currently LAP has 95 staff members and each staff member produces a report monthly. All the reports from all branches are compiled and sent to the secretariat where the head of pro bono services compiles them into one departmental report and shares it with management. This report is not shared externally. The quarterly reports are prepared at department and clinic level and are only shared with donors and the Board of Directors. The annual reports are shared with every stakeholder who wishes to have them. Annually, over two thousand (2000) annual reports are printed.

Available equipments

- LAP has 14 vehicles with every branch having a vehicle
- Each branch has a motorcycle
- Each staff member at the main office has a laptop
- A photocopier in every clinic
- printers per clinic
- 1 laptop per clinic
- At the main office, the head of department has four laptops available at his disposal

LAP boasts of its own premises and a plan is underway to break down the existing structure and construct an 11 storied state of art building.

Communication is done using the office land lines and personal mobile phones.

TRAINING NEEDS ASSESSMENT

LAP staff members did not identify any skills gaps and neither did they identify any outsourced services. However, they pointed out the need for training in Monitoring and Evaluation and reporting.

LAP has been funding training for its staff but pointed out that it would not be a bad idea for LASPNET to fund the trainings. On a positive note, LASPNET has trained three LAP staff members in Public Interest Litigation.

OPERATING ENVIRONMENT

The proposed National Legal Aid Policy and bill is still a while in the making. Until it is passed, it leaves the bulk of legal aid provision to Legal Aid Service Providers with minimal Government intervention in capital offences and state briefs. It is hoped that the policy will ensure that Government assumes full responsibility in the provision of legal aid services in the country.

In the current year, the economic environment has been harsh to LAP. LAP makes a three (3) year budget and by the time it was made, the exchange rate was at two thousand eight hundred shillings (2800) only and this year has seen it rise up to as high as four thousand shillings (4000). This shoot up has led to suspension of some activities because of a budgetary deficit.

Socially, there is poor perception by clients who want matters solved in court compared to mediations even after telling them the challenges involved in litigation.

On the side of technology, LAP has an online database where all particulars of files from all clinics can be accessed without necessarily travelling to their different locations. LAP also has an online library used by staff and although not regularly Lap posts education materials on the face book page. Together with LASPNET, LAP plans to install an application on court self help representation. This will help clients with minor cases make adequate preparations for their cases and for court with the continuous guidance and mentoring from LAPs advocates.

COLLABORATION

Network	Advocacy issues	Key achievements	Collaboration challenges
Legal Aid Service Providers Network(LASPNET)	Policies and legal reforms favoring the poor and indigent. Advocating for the implementation of the Legal Aid Policy		It is expensive to pay membership subscription and yet the donors sometimes do not see the need of LAP being part of the associations.
East Africa Law Society(EALS)	Advocating for a legal aid agenda in East Africa.	Currently helping Burundi to establish Legal Aid Services for people in the country.	
Pan African Law			

Society(PALS)			
International Bar Association(IBA)			

BEST PRACTICES

As a policy issue, the project enhanced ADR approaches in all its cases. Mediations at locus have also increased to reduce litigation cost and improve case disposal.

LAP offers a holistic approach to legal aid and there is no discrimination. All people with all kinds of cases are handled save for those who can actually afford paying for lawyers.

RECOMMENDATIONS

LASPNET needs to play a major role in establishing a legal aid agenda and set up access to justice agenda.

The demand for LAP’s services continues to be high and thus there is need to not only open up new clinics, but to further enhance the existing ones to meet the clients’ needs. Sustainability of the programme continues to be a challenge and therefore LAP calls upon the Government to fast track the passing of the National Legal Aid Policy to enable sustainable support towards this noble cause.

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Annex 3: List of Persons Interviewed

	Organization	Persons interviewed	Contact	Email address
1	Action Against Violence	Prossy Imela	0772823556	prossymela@yahoo.com
2	Center for Public Interest Law	Okello David	0772749320	pm@cepiluganda.org
3	Community Legal Action and Integrated Development	Paul Kavuma	0785618747	Pkavuma2010@gmail.com
4	Defence for Children International	Josephine Kalege. kusemererwa		josekmarie@yahoo.co.uk
5	Foundation for Human Rights Initiative	Lucy Nantume		lucynantume@gmail.com
6	Legal Aid Clinic of the Law Development Center	Frank Othembi Agnes Ntende	 0772418124	 anwandira@ldc.ac.ug
7	Micro Justice Uganda	Fredrick Walulya	0782456000	fredrickwalulya@gmail.com
8	National Union of Disabled Persons in Uganda.	Samuel Mbalazi	0758169031	Samuel.mbalazi@gmail.com @nudipu.org.
9	Public Interest Law Clinic	Sandra Oryema	Christopher mbazira(ED) 0701967390	chrismbazira@gmail.com
10	Platform for Labour Action	Grace Mukwaya Lule	0787462960	asstdirector@pla-uganda.org
11	Refugee Law Project	Susan Alupo	0772890085	s.alupo@refugeelawproject

12	Street Law Uganda.	Solomon Webale	0782851111	<u>Solomonw88@gmail.com</u>
13	Uganda Land Alliance.	Apio Rebecca		<u>apio@ulaug.org</u>
14	Avocats Sans Frontiers	Dora Caroline Mafabi	0785134030	<u>oug.cp@asf.be</u>
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