

MAKERERE UNIVERSITY

SCHOOL OF LAW

STRATEGIC PLAN 2017/2018 – 2022/2023

Message from Principal, School of Law about the 2017/2018 -2022/2023

Strategic Plan

1. ABOUT THE SCHOOL OF LAW

The School of Law evolved from the Department of Law established in 1968 in the then Faculty of Social Sciences of Makerere University. It became a fully-fledged Faculty in 1973. In 2014, the School of Law was elevated to College status in accordance with the Universities and other Tertiary Institutions (Management of Constituent Colleges of Makerere University) Statue 2012. Even though elevated to College status, for branding purposes, it was decided that the Unit retains its name i.e., School of Law.

As a college, the School is run on three tier system i.e., the University, College and Departments. The School has five departments i.e., the Department of Law and Jurisprudence, the Department of Public and Comparative Law, Commercial Law Department, the Human Rights & Peace Centre (HURIPeC) and the Environment Law Centre (ELC). Additionally, the School has three innovative initiatives which in the near future will transition into Departments. These are the Refugee Law Project (RLP), the Public Interest Law Clinic (PILAC)

and the Gender and Sexuality Research Centre. The School has a student population of 1,400 students and 40 academic staff. Annex A and B provide details of academic, administrative and support staff of the School of Law.

Over the years, the School has made significant human resource development in the legal profession. It has produced graduates who have become Judges of various Courts at national and international level, Attorney Generals, Solicitor Generals, Legal practitioners and Advisors, Magistrates, eminent scholars and academicians, Company and Land Registrars, State Attorneys, Commissioners in various Government institutions as well as legal professionals in other public and private sectors.

OUR CORE VALUES

Excellence: The School of Law seeks to excel in all it undertakes and to positively inspire its students to excel in their academic and career pursuits with integrity and the highest ethical standards. It strives to produce legal professionals who are well equipped to deal with new and emerging legal problems.

Academic and Intellectual Freedom: The School of Law is committed to upholding and protecting its faculty's autonomy to conduct research and freely share their findings. It also believes in the inalienable right of its faculty and students to hold, seek, receive, express and disseminate ideas and information from all view-points without restriction.

Equality & Non-discrimination: The School believes in treating everyone with dignity and respect regardless of their age, sex, class, ethnic origin, race, religious affiliation, sexual orientation, and disability.

Transparency & Accountability: The School is committed to put in place systems to avail information regarding performance expectations, assessing results, internal operations and resource management to all its potential and current stakeholders. It strives to cultivate a culture of personal accountability in all its students and staff.

Public Responsibility: The School recognizes its obligation to the community and the greater public. It strives to stand up for the rights of citizens and all marginalized groups and encourages its students to do the same.

Leadership: The School seeks to lead in scholarship and professional ethics. It engenders leadership qualities and critical thinking skills in its students.

2. THE OPERATIONAL CONTEXT

The continuing relevance of a strategic plan for any institution is only assured if it is set against a clear understanding of its operational environment. In that way, the institution is able to identify the potential threats and challenges but more importantly, to identify the opportunities that are available to foster growth, expansion and consolidation. This section of the strategic plan analyses the local, regional and international policy environment and maps out the trajectories in these policy arenas that could have an impact on the future growth and development of the School of Law.

Within Makerere University, the School of Law occupies an enviable position as one of the most sought-after entity. First, law courses are considered among the prestigious courses offered by the University which offers a strategic advantage that can be harnessed for the growth of the School. Second, the elevation of the School of Law to college status offers opportunity to secure

more autonomy and operational efficiency, factors that are critical to enable the School administration respond to emerging and future challenges that legal education, training and research have to respond to. However, there are also a number of challenges that have to be addressed over the duration of the strategic plan. The most critical challenge emerging from the current institutional set up of the University is the over-centralization of the decision making authority on issues such as admissions, staff recruitment and establishment, and the University fees structure. Addressing these challenges will require the School to establish a dialogue with the central University establishment so as to create the space that allows strategic visioning and dynamic responses to emerging challenges and opportunities.

At the national level, three important factors will affect or shape the future direction of legal training, teaching and research in Uganda. First, the emergence of new law faculties at the newly established universities could present both a challenge and an opportunity for the future growth and consolidation of the School of Law as a national centre of excellence for legal training, teaching and research. In particular, the School of Law at Makerere University could take the lead in mobilizing and engaging emerging law schools in developing minimum legal educational standards, undertaking joint or collaborative legal research, and other areas that would encourage mutual recognition and avoid unhealthy competition. Second, in order to remain at the cutting-edge of legal education, training and research, the School of Law must position itself to offer intellectual leadership in new and emerging disciplines such as Information and Communications Technology (ICT), Science and Technology, the legal aspects of Investment, Gender & Sexuality, etc. The School must invest in mapping out medium and long-term directions in the

national and global economy as a way of developing new legal products that respond to contemporary challenges.

At the regional level, there is need to develop more strategic partnerships with Universities within the Eastern Africa sub-region. Such partnerships could be modeled along the already existing partnerships with several universities in Southern Africa (University of Pretoria and University of Zimbabwe). In terms of implications for future course content and new research areas, the deepening political, economic and social integration within the East African Community and the broader Eastern and Southern Africa sub-region offers new areas of research and legal training. Indeed, the School of Law must comprehensively review its teaching and training curricula as well as the research agenda within the context of the increased mobility of legal professionals within the East Africa Community sub-region and beyond.

At the international level, the teaching, training and research programmes at the School of Law must be designed to be responsive to global developments and institutions which have a serious impact on both international and national law such as the International Criminal Court, the Genocide Tribunals, trade dispute settlement bodies, etc. At another level, the teaching curriculum and research agenda must be designed to take into account emerging disciplines such as transitional justice, ICT, biotechnology, Corporate Law and the operations of transnational corporations (TNCs).

3. CHALLENGES AND OPPORTUNITIES

In spite of its achievements over the years, the School of Law faces a wide range of challenges that affect its operations and delivery of services. These need to be addressed within the context of this strategic plan. The major challenges include

- a. Poor and insufficient physical infrastructure, space and ICT facilities for both staff and students
- b. Inadequate human and financial resources to match emerging demands and to deal with increased student numbers;
- c. The need to improve and advance the School's image as a centre of excellence in the teaching of law, training and legal research;
- d. High student: Lecturer ratio contrary to the standards prescribed by the National Council for Higher Education
- e. Inadequate research support to staff and poor research environment
- f. Poor participation of alumni in the School's academic and non-academic programmes
- g. Weak monitoring and evaluation systems;
- h. Weak and ineffective communication systems
- i. Inadequate career guidance for our students and graduates

Despite the above-highlighted challenges, the School of Law has a number of strengths and opportunities which can be harnessed to achieve its Vision, Mission and Objectives. The following are the major strengths and opportunities that the School of Law has

- a) Highest number of most qualified law teachers in Uganda

- b) Highly regarded and internationally recognised scholars
- c) Young and energetic academic staff
- d) Many prominent and influential alumni both in Uganda and abroad
- e) Brightest law students in Uganda
- f) National and international networks and partnerships

4. THE VISION, MISSION, OBJECTIVES AND OUTCOMES

4.1. Our Vision

To become Africa's pre-eminent Law School known for excellence in legal teaching, training and scholarship

4.2. Our Mission

To impart relevant quality legal knowledge and skills within an interdisciplinary framework inspired by legal scholarship, outreach and a commitment to justice for all

4.3. Objectives

This Strategic Plan is intended to deliver on four key objectives:

- (a) To promote excellence in the teaching of law so as to produce legal professionals who are well equipped to address new and emerging legal problems both at the national and international level
- (b) To promote and engage in cutting-edge legal research on contemporary legal topics and issues as well as legal scholarship in an interdisciplinary and analytical manner
- (c) To support our students and graduates in making correct career choices and in finding placements and jobs
- (d) To establish a robust School of Law Alumni Association

4.4. Outcomes

From the objectives above, four key outcomes are expected. These are:

- (a) Recognition of the School of Law as a centre of excellence in legal education, training and research
- (b) Graduates and alumni of the School of Law who are well equipped with knowledge and skills to promote justice and diligently serve their clients and society with excellence and integrity.
- (c) Students and alumni of the School of Law making correct career choices and finding it easy to get placements and jobs in their chosen career paths
- (d) A well organised and vibrant School of Law Alumni Association that supports and actively participates in the School activities and programmes

5. STRATEGIES AND ACTIONS TO ACHIEVE THE SET OBJECTIVES AND OUTCOMES

Strategic Objective I: To promote excellence in the teaching of law to produce legal professionals who are well equipped to address new and emerging legal problems both at the national and international level

The School of Law is committed to undertaking radical strategic actions to improve the delivery of its programmes. This strategic objective focuses on the School's academic teaching, staff professional development and students' assessment. Over the duration of this Strategic Plan, the School of Law will build on its current resource base regarding teaching and training and the current law programmes offered to pursue actions that contribute towards the

achievement of this objective. The strategies outlined in this direction are intended to address both the supply and the demand sides of the teaching of law. On the supply side, the School will invest in recruiting and building a core of high quality teaching staff who will take the teaching of law to new heights. On the demand side, the School will focus on ensuring admission of students on a highly competitive basis, creating conducive environment for teaching and using state-of-the art teaching techniques to achieve high levels of quality. Attention will also be placed on ensuring that the law curriculum is revised and updated periodically to align it with societal needs. The following strategic actions will be pursued:

(a) Continuous staff training programme: The School will initiate and operate a continuous staff training programme that will encourage academic staff to undertake training courses including higher degree programmes, fellowships and participation in staff exchange programmes. The target is to ensure that by the end of this strategic plan, at least three quarters of academic staff should have PhDs

(b) Recruit staff with required expertise: Over the period of implementation of this strategic plan, the School will recruit staff in areas that match the needs of the market and in areas where it is lacking enough teaching staff

(c) Continuous staff evaluation: The School will establish a robust staff appraisal programme that will include both student evaluations and staff peer-to-peer reviews. Staff evaluation will go beyond assessing the way staff teach to include performance with respect to other core functions of the School of Law

(d) Introduce ICT–Based Training: Modern Information and Communication Technology (ICT) tools including LCD projectors, interactive digital white boards

and other audio-visual tools will be encouraged as a means of instruction during lectures, seminars, guest presentations and other teaching and research sessions.

(e) Undertake comprehensive curriculum review: Over the period of implementing this strategic plan, the School of Law will rationalise its curriculum and align its academic programmes with the needs of both the local and global market. This will include introduction of specialised Master of Laws Programmes. Over the implementing period, the School should establish at least three Specialised LLMs in the area of Petroleum Law, Human Rights and Commercial Law and corporate governance

(f) Diversification of Teaching Methods: In order to ensure the qualitative and competitive learning and assessment, the School will diversify its teaching methods. This will include making tutorials compulsory for all students and integrating clinical methods in the delivery of most course units.

(g) Promote peer-to-peer learning: The law curriculum will be continuously reviewed and redesigned to allow greater opportunities and expand experiences in which students learn from one another, work in groups, and develop cooperative skills and teamwork approaches.

(h) Improve the administration of examinations: The School will strengthen its examination administration to ensure the improved quality and security of examinations. Incentives will be developed and adopted to ensure the effective invigilation and supervision of examinations, administration of courseworks as well as the supervision of dissertations at all levels.

(i) Develop and deliver tailor-made short-term training courses for selected private sector and public sector actors

Strategic Objective II: To promote and engage in cutting-edge legal research on contemporary legal topics and issues as well as legal scholarship in an interdisciplinary and analytical manner

Actions under this strategic objective will focus on establishing and implementing a robust legal research agenda within the School of Law, while also drawing on the multidisciplinary nature of Makerere University. The actions are also designed to determine contemporary research priorities, improve research administration and increase the applicability of research outputs to improve public policy outcomes at different levels of policy making and policy implementation.

In pursuit of this strategic objective, the following priority actions will be undertaken:

- a) Facilitate and empower the office of the Deputy Principal to effectively carry out its duties of promoting research and publications;
- b) Every Department will establish and publish a Journal;
- c) Developing research projects in contemporary and emerging areas of law;
- d) Redesigning and maintaining a robust and interactive faculty website;
- e) Developing a research policy and establishing a data base for all dissertations and other School of Law publications and monographs;
- f) Establish a Research Fund for the development of concepts leading to development of comprehensive research projects; and
- g) Establish a bonus system for staff who publish articles in higher ranked law journals or publish books with leading publishing houses.
- h) Purchase contemporary legal publications and subscribe to online legal libraries

- i) Promote research seminars for staff and graduate students to provide a platform for presenting research findings, initiate project ideas and create opportunities for a dynamic intellectual discourse in the School.

Strategic Objective III: To support our students and graduates in making correct career choices and in finding placements and jobs

The School of Law will provide strategic guidance to our students about the different career options and how to succeed in the different career paths. Additionally, the School will also take measures to support our graduates in finding placements with different employers in both the private and public sectors. The following specific actions will be undertaken over the period of this strategic plan to achieve this objective

(a) Introduce Mentorship Programme:Assign mentors for our students from among the faculty and alumni and require mandatory mentor-mentee engagements

(b) Organise career fairs at least once every semester for our students to learn about different career options and what it takes to make it in the career of their choice

(c) Establish partnerships and alliances with alumni, potential employers and friends of the School of the Law to enable our students have access to job opportunities and important networks

(d) Establish and run career opportunity webpage where faculty, alumni and friends of the School can post career opportunities and engage in continuous debate about career issues

Strategic Objective IV: To establish a robust School of Law Alumni Association

The strength of many advanced Law Schools in the world partly draws from support provided by their alumni. As a best practice, alumni are involved in many activities of their Alma Mater including: sitting on decision making bodies; offering mentorship for students; giving strategic guidance; and providing financial and other forms of support. Although as back as 1993, Faculty of Law (as it was then called) established an Alumni Association, the Association never took off. Consequently, the School has not been able to maximally engage and get support from its alumni. This objective therefore seeks to establish a robust Makerere University School of Law Alumni Association. The objectives of this Association will include: maintaining and fostering links and relations among School of Law Alumni; supporting and participating in the activities and academic programs of the School of Law; mentoring and providing career guidance and opportunities to students at the School of Law; and recognising the personal and professional accomplishments of alumni.

The following major actions will be undertaken to achieve this objective

- (a) Compiling list of all alumni and their full contacts
- (b) Drafting adoption of the Constitution
- (c) Electing Duty Bearers
- (d) Organising launch of Association
- (e) Establishing Alumni Newsletter
- (f) Establishing and running a highly interactive webpage for the Alumni Association

6. IMPLEMENTATION PLAN AND REVIEW

Effective implementation of this Strategic Plan will require development of more specific actions with clear timelines and indicators of success. The Heads of Department under the Leadership of the Principal and Deputy Principal will be responsible for developing the implementation plan for each strategic objective.

This strategic plan will undergo a mid-term review after two and half years from the date it comes into effect.

ANNEXES

A. LIST OF TEACHING STAFF

	Name	Rank
1.	David J.Bakibinga	Professor
2.	John Jean Barya	Professor
3.	Oloka-Onyango J	Professor
4.	Sylvia Tamale	Professor
5.	P.G. Tumwine-Mukubwa	Professor
6.	Ben K. Twinomugisha	Professor
7.	Emmanuel B. Kasimbazi	Professor
8.	Jjuuko W. Frederick	Associate Professor
9.	Christopher Mbazira	Associate Professor
10.	Winnie Tarinyeba Kiryabwire	Associate Professor
11.	Damalie Naggita- Musoke	Senior Lecturer
12.	Ronald Naluwairo	Senior Lecturer
13.	Ronald Kakungulu-Mayambala	Senior Lecturer
14.	Kabumba-Busingye	Lecturer
15.	Rose Nakayi	Lecturer
16.	Julius Kavuma-Kabenge	Lecturer
17.	Faisal Mukasa	Lecturer
18.	Emmanuel Bagenda	Lecturer
19.	Zahara Nampewo	Lecturer
20.	Anna Marie Nassali	Lecturer
21.	Yusuf Nsibambi	Lecturer
22.	Muhwezi-Mpanga Fiona	Lecturer
23.	Juliet Kamuzze	Lecturer
24.	Caroline Adoch	Assistant Lecturer
25.	Dianah Ahumuza	Assistant Lecturer
26.	Patricia Atim	Assistant Lecturer
27.	Isaac Bakayana	Assistant Lecturer

28	Ivan Engoru	Assistant Lecturer
29	Ernest J.W. Kalibbala	Assistant Lecturer
30	Rachel KigoziNabaggala	Assistant Lecturer
31	Robert Kirunda	Assistant Lecturer
32	PhildaMaiga	Assistant Lecturer
33	Frederick Joshua Mpanga	Assistant Lecturer
34	MugalulaGrancia	Assistant Lecturer
35	Dan Ngabirano	Assistant Lecturer
36	Benson Tusasirwe	Assistant Lecturer
37	HadijahNamyalo	Assistant Lecturer
38	Daniel Ruhweza	Assistant Lecturer
39	JoyceKokutetaNgaiza	Assistant Lecturer
40	Joseph Kyazze	Assistant Lecturer

B. List of Administrative and Support Staff