

SCHOOL OF LAW MAKERERE UNIVERSITY



Strategic Plan

2020/21 – 2029/30

A TRANSFORMATIVE, LEARNER-CENTERED AND PROBLEM
SOLVING LEGAL EDUCATION & TRAINING

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MESSAGE FROM THE PRINCIPAL



The world has become more dynamic than ever before. Forces of globalization, climate change, changing nature of conflict and the corona virus, among others have instigated rapid changes in all aspects of life. New problems and needs have emerged. Moreover, although there are common problems, each region and country has its own unique challenges. The need for global action to deal with the challenges is more urgent than every before. It is in this context that the Sustainable Development Goals (SDGs) were adopted as the world's comprehensive agenda for sustainable development. It is therefore the responsibility of all global, regional and national actors to act within their spheres to work towards realizing the SDGs are reflected in Agenda 2030. Indeed, national development agendas have been aligned with the SDGs. In the case of Uganda, the alignment based on Vision 2040, but more specifically is reflected in the National Development Plan III (NDP III).

It is against the above background that the School of Law views its role and mandate. While committed to implementing the Makerere University Strategic Plan 2020 – 2030, the School has the responsibility to work with its sphere as the leading law School in the country to realise the SDG and NDP III aspirations. This is what has informed the School's Strategic Plan. The School is positioned as a leading trainer of lawyers in the country and as a hub of top legal academics. The School has discharged its role through teaching, research, community outreaches and knowledge transfer.

In 2018, the School celebrated 50 years. As we embark on the next 50 years, for the next ten years, the School will discharge its role by doing the following: Ensure excellence in the teaching and learning of law, engaging in cutting-edge social-legal research and innovations; creating a conducive for their academic, professional and social development; strengthening existing and building new strategic partnerships; and enhance institutional governance and mobilize financial resources for the effective implementation of the Strategic Plan.

Special tribute to all those who have worked to enable the School to discharge its mandate and remain committed to provide the support. This includes students, alumni, staff and University management.

Prof Christopher Mbazira, PhD

PRINCIPAL

1. INTRODUCTION

The School of Law (SoL) was established in 1968 as a Department in the then Faculty of Social Sciences. In 1970, the Department became a fully-fledged Faculty, giving birth to the Faculty of Law. It was elevated to College status in 2014 in accordance with the Universities and other Tertiary Institutions (Management of Constituent Colleges of Makerere University) Statute 2012. However, the School retained the name “School of Law” for branding purposes and better alignment with international best practices.

As a College, the School of Law is run under a three-tier system i.e., the University, School of Law, and constituent Departments. The School has five departments i.e., the Department of Law & Jurisprudence, Public & Comparative Law Department, Commercial Law Department, Human Rights & Peace Centre (HURIPEC) and the Environmental Law Centre (ELC). Additionally, the School has four big initiatives that largely focus on research, advocacy and outreach. These are the Refugee Law Project (RLP), the Public Interest Law Clinic (PILAC), the Gender, Law and Sexuality Research project, and the Disability Rights Project. By 2030, these initiatives are expected to have transitioned into fully-fledged Centres of the School of Law.

The SoL runs three mainstream programmes i.e., the Bachelor of Laws degree programme, the Master of Laws degree programme and the Doctor of Laws degree programme. In addition to these three programmes, the School runs a number of short-courses including its flagship Administrative Law short-course for mainly civil servants. The student population has grown from about 20 in 1968 to 1400 in 2018. The majority of students are undergraduates.

In 2018, the School marked 50 years since its establishment. This strategic plan is designed to guide the School in the next ten years for enhanced dynamism and effective service delivery.

2. SITUATIONAL/ CONTEXTUAL ANALYSIS

The SoL has since its establishment positioned itself as a leader in legal education in the country, striving to remain relevant by serving the legal training needs of Uganda, the East African region and beyond. To achieve this, the School has generally concentrated on the traditional teaching methodology of the law, which is largely based on lecture methods, as well as use of case-law as is the case in common law jurisdictions. To keep up with the changing nature of the law and expectations of various stakeholders, the School has had several curriculum reviews, which have come with inclusion of new areas of the law as well as phasing out the outdated ones. The ultimate objective has been to make law teaching modern and innovative.

The School has also since the 1990s been alive to its social responsibility of engaging in community outreaches and providing services to the public. It is in furtherance of this that the School established HURIPEC, and later RLP. In spite of this, the outreach activities of the School were never placed as core over the span of time and have largely remained donor supported. In addition, there was no link established between the outreach and the pedagogical activities of the School which would directly draw students into research and other activities of the outreach arms.

The last five years have however witnessed a paradigm shift driven mainly by the fact that in addition to its teaching mandate, the School has other responsibilities. This includes enhancing its outreach activities and taking advantage of the wealth of expertise at its disposal, as well as academic freedom to promote access to justice, rule of law and good governance in Uganda.

The shift is informed, among others, by the conviction that the nature of legal education and the activities of law schools greatly impact on the quality of legal services, the state of rule of law, governance, human rights and access to justice. For this reason, in the last five years, the School started the process of developing its outreach activities as part of the core activities of the School. This has been realised through the establishment of the Public Interest Law Clinic (PILAC), the Network of Public Interest Lawyers (NETPIL), the Disability Law and Rights Centre (DLRC), the continued action through HURIPEC and having a vibrant Refugee Law Project to become a centre of excellence on refugee and migration research and advocacy. Beyond providing a practical learning approach, the idea is to ensure that the Law School's groundbreaking clinical programs maintain their position as the gold standards in legal education in the region.

In addition, the School shall be re-emphasizing interdisciplinarity, which underscores the context of law. Besides studying and analysing legal judgments and statutes, our students shall be shaped to understand the relationship of law to the humanities disciplines. Our core courses such as Development Studies shall be reviewed and contextualized to enable students to critically examine the impact of economic, social, cultural and political dynamics on law and thus consider how law affects life beyond the court-room. The Social Research Methods course unit will be remodeled to better infuse legal methods with the qualitative paradigm of the social science research methods so as to augment legal scholarship.

Further, aware of the centrality of quality human capital to the development of individual states and in Africa's development and prosperity, the SoL strives to align its teaching to contemporary legal, cultural, social – economic needs within the context of well-defined global, regional and national development agenda such as the United Nations Sustainable Development Goals, Agenda 2063 of the African Union and Uganda's Vision 2040, among others.

This Strategic Plan is thus prepared against the aforementioned antecedents and the School's enduring commitment to the provision of quality legal education and training to address various legal and socio-economic challenges. It sets out the basis of the school's existence and provides a framework to guide its operations for the next ten years (2020/21 – 2029/2030).

The process leading to the development of this Strategic Plan was consultative in nature and involved the participation of stakeholders at the different stages of strategic planning. The stakeholders participated in defining the activities and programmes that would lead to the realisation of specific strategic objectives and outputs. Sector experts and budget specialists jointly defined the costs related to the implementation of programmes and activities.

A review of the previous Strategic Plan was done as a starting point for future activities. The review revealed experiences and successes of implementation of the previous plan, achievement of the set targets and challenges encountered. This provided opportunity to assess the progress made in implementing the previous Strategic Plan and re-cast the interventions that may not have been fully achieved and re-launch them as an agenda for the next planning period.

The situational analysis below therefore is a critical review and analysis of the SoL; its achievements, challenges and lessons learnt, to set the stage for intervention measures designed to further propel the School's growth. An external and internal analysis of the factors that would impact on the School's pursuit of its objectives was undertaken using the Strengths, Weaknesses, Opportunities and Threats (SWOT) and the Political, Economic, Socio-cultural, Technological, Environmental and Legal (PESTEL) analysis.

2.1 ACHIEVEMENTS OF THE 2006 – 2016 STRATEGIC PLAN

The operations of the School of Law were guided by its Strategic Plan (2006 -2016). A review of this Strategic Plan reveals that the School achieved about 65% of its set targets. This is in spite of the challenges encountered during the implementation period. The following are the key achievements registered:

- i. Elevation of the School to College status under Makerere University's collegiate system;
- ii. Maintaining the brand of the School as a center of excellence for legal education, training and scholarship;

- iii. Reinvigoration of the Graduate Programmes leading to increased number of graduate students and improved completion rates;
- iv. Establishment of the PILAC, which is the first of its kind in a Ugandan university;
- v. Staff development and promotions [12 staff pursued and completed their PhDs, 3 were promoted to rank of full professor, 3 to rank of Associate Professor];
- vi. Increased research outputs from academic staff;
- vii. Introduction of staff research seminars;
- viii. Introduction of clinical teaching methods;
- ix. Introduction of innovative short-courses e.g., in the areas of water law & policy, oil & gas, and extractives;
- x. Establishment of IGAD Centre of Excellence for Water Law and Policy;
- xi. Establishment of new partnerships and collaborations with like-minded law schools and other strategic organisations; and
- xii. Celebrating 50 years of existence in 2018 and positioning the School for the next 50 years.

For the duration of this Strategic Plan, the School will work towards consolidation and scaling up these achievements.

2.2 RUNNING CHALLENGES

In spite of the above achievements, the School of Law continues to face a number of challenges that affect its operations and service delivery. These are addressed within the context of this strategic plan to improve efficiency and service delivery. The major challenges include:

- i. Poor and insufficient physical infrastructure for both staff and students;
- ii. Limited use of ICTs and poor infrastructure for e-learning;
- iii. Inadequate human and financial resources to match emerging demands;
- iv. Centralization of authority and decision-making despite the School's college status;
- v. High student - lecturer ratio contrary to the standards prescribed by the National Council for Higher Education;
- vi. Poor research environment and inadequate research support to staff and students;
- vii. Divergence between student's entry and exit grades;
- viii. Poor participation of alumni in the School's academic and non-academic programmes and activities;
- ix. Poor customer care in handling students' matters;
- x. Weak monitoring and evaluation systems;
- xi. Weak and ineffective communication systems;

- xii. Inadequate support to students' extra co-curricular activities;
- xiii. Lack of specialized training facilities for people with special needs;
- xiv. Inadequate capacity of staff to write fundable research proposals;
- xv. Underfunding which affects the achievement of planned activities; and
- xvi. Absence of performance management framework. This made it difficult to measure performances against targets.

2.3 LESSONS LEARNT

The following lessons have been learnt and inform better implementation of this Strategic Plan:

- i. Need for an effective Monitoring, Evaluation and Reporting (ME&R) framework to inform the progress in implementation of the plan;
- ii. Need to lobby for adequate budgetary allocation from government;
- iii. Partnerships and collaborations is critical;
- iv. Involvement of the alumni in SoL's operations;
- v. Traditional methods of teaching law are no longer effective given the changing nature of demands on the legal profession;
- vi. SoL Visibility important to endear it to the community and donors; and
- vii. Retooling and training of staff on pedagogy and modern teaching methods must be continuous to facilitate adaptability to the dynamic teaching environment and changing technology.

2.4 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS AND ENVIRONMENTAL SCANNING (PESTEL)

A SWOT analysis was undertaken to identify the SoL’s internal strengths and weaknesses, as well as its external opportunities and threats. The objective was to assess how internal and external environments impact the School’s operations.

Table 1 SWOT Analysis

<p>Strengths</p> <p>Strengths are internal, positive attributes of the School that fall within the School’s control. They give the School an advantage over others and include the School’s capabilities and resources that allow it to engage in activities to meet its mandate.</p>	<ul style="list-style-type: none">▪ Rich faculty with diverse expertise▪ Youthful and energetic staff▪ Strong management team▪ Admission of most capable students in Uganda [going by the A-level and Pre-entry results]▪ Good working relationships among members of staff▪ National and international networks and partnerships
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Weaknesses

Weaknesses are negative factors that detract from the School's strengths and place it at a disadvantage relative to others. These weaknesses must be checked to enable the School to meet its objectives.

- Centralization of decision-making authority in Makerere University
- Understaffing
- Inadequate pedagogical skilling
- Poor and insufficient physical infrastructure, space and ICT facilities for both staff and students
- Inadequate financial resources
- Inadequate academic regional integration programs
- Inadequate support and career guidance to students
- High student - lecturer ratio
- Weak and ineffective communication systems
- Disconnect between Strategic Plan, work plans and budgetary provisions
- Weak monitoring and evaluation systems

Opportunities

Opportunities are external factors to the School's operational environment likely to contribute to its success. The School can take advantage of them in order to enhance its ability to meet its objectives.

- Government support/Good will
- High demand for legal education & training
- Most highly regarded and internationally recognized Law School in Uganda
- Ability to attract high caliber staff
- Many prominent and highly influential alumni both within and out of Uganda
- Commitment to technological advancement by the University.
- Rich academic programme, including an LLB, LLM and PhD with an international and regional reputation
- Adoption of blended learning and teaching by the University which allows for the use of technology in teaching and learning

Threats

Threats are external factors that could reduce performance levels. The SoL has no control over them but may put in place contingency plans for addressing them if they occur.

- Declining state of democracy, rule of law and constitutionalism
- Donor-dependence for outreach and research activities
- Budgetary cuts affecting higher education
- COVID-19 and the disruptions it has brought in respect of all aspects of life including education

2.5 POLITICAL, ECONOMIC, SOCIO-CULTURAL, TECHNOLOGICAL, ENVIRONMENTAL & LEGAL ANALYSIS

In addition to the SWOT analysis, a PESTEL analysis was also undertaken in order to describe and appreciate the environment under which the School operates. This was intended to determine the relationship between external trends and internal capabilities.

Table 2 PESTEL Analysis

ISSUE	RATING	STRATEGIC INTERVENTION
POLITICAL		
Political good will	Opportunity	Lobby, advocacy, etc.
Declining rule of law and constitutionalism	Threat	Research and advocacy
ECONOMIC		
Inadequate government funding to institutions of higher learning	Threat	Diversify resource base
Tuition charges below unit cost	Threat	Engage under relevant structures
General decline in donor funding	Threat	Diversify resource base Lobby government for increased financial support

Unfavorable donor conditions	Threat	Effective negotiations
SOCIO-CULTURAL		
Gender issues	Opportunity	Integrate
Disability rights	Opportunity	Integrate
Minority rights	Opportunity	Integrate
TECHNOLOGY		
Increased Internet accessibility	Opportunity	Leverage to develop IT-based solutions to teaching, research and learning
Rapid changes in technology	Threat	Adapt, leverage
ECOLOGY (NATURAL ENVIRONMENT)		
Sustainability - Reliance on paper printed material.	Threat	Increase use of ICTs in teaching and learning in order to contribute to environmental sustainability.
LEGAL ISSUES		
Different legal standards within the region (affecting cross border practice)	Threat	Lobby and engage in the process of harmonization of standards of legal education and training in East Africa.
COVID-19		
Covid-19 has disrupted all aspects of life and limited the space for physical interaction in the education sector	Threat	The adoption of blended learning which allows for remote teaching will be maximized. This is in addition to strictly observing the COVID-19 SOPs.

2.6 STAKEHOLDER ANALYSIS

The SoL has several stakeholders who need to be considered in achieving its goals, and whose participation and support are crucial for the successful implementation of the Strategic Plan. Some of the stakeholders include students; parents and guardians; the Government development partners; individuals; groups; and institutions with an interest in the School's operations. Each of the stakeholders has expectations that will be considered in the implementation of this strategy. The stakeholders may affect or be affected by the Strategy implementation. The following is a stakeholders' analysis which highlights stakeholder needs and expectations as well as the School's expectations.

Table 3 Stakeholder Analysis

STAKEHOLDERS	NEEDS & EXPECTATIONS	SCHOOL'S EXPECTATIONS
Students, Parents and Guardians	<ul style="list-style-type: none"> ▪ Access to quality education ▪ Application of contemporary and diversified teaching methods ▪ Student engagement with alumni ▪ Value for money ▪ Conducive learning environment ▪ Career Guidance ▪ Efficient and effective service delivery 	<ul style="list-style-type: none"> ▪ Timely payment for services rendered ▪ Mutual respect ▪ Mutually beneficial engagement ▪ Discipline and hard work ▪ 100% classroom attendance.
Community	<ul style="list-style-type: none"> ▪ Curriculum that is relevant to societal needs; ▪ Facilitation of access to justice ▪ Collaboration and partnerships ▪ Capacity building ▪ Access to quality services ▪ Timely service delivery ▪ Societal relevant research outputs ▪ Civic responsiveness 	<ul style="list-style-type: none"> ▪ Provision of information ▪ Mutually beneficial engagement ▪ Advice to government on issues of democracy, human rights, rule of law and constitutionalism.
Private Sector	<ul style="list-style-type: none"> ▪ Market relevant training ▪ High quality graduates with analytical and reasoning skills on one hand and complementary skills ▪ such as leadership, technological acumen, financial literacy on the other. ▪ Well-grounded graduates versed with contemporary legal issues at the national, regional and national level. 	<ul style="list-style-type: none"> ▪ Feedback about the SoL graduates ▪ Opportunities for student internships and jobs, etc.
State/Government	<ul style="list-style-type: none"> ▪ Alignment of teaching and learning with the national 	<ul style="list-style-type: none"> ▪ Timely response to requests ▪ Timely release of funds ▪ Competitive remuneration

	<p>development goals and objectives.</p> <ul style="list-style-type: none"> ▪ Compliance with legal requirements / policies and guidelines. ▪ Efficient and effective delivery of services. ▪ Accountability and good governance. ▪ Research relevant to attainment of the National Development goals and objectives, especially in the areas of rule of law, human rights, democracy, constitutionalism, innovation, information and technology, etc. 	<ul style="list-style-type: none"> ▪ Provision of resources to enable the School adopt new teaching methods appropriate for twenty-first century learning (i.e. use of technology to transform the classroom experience).
Development Partners	<ul style="list-style-type: none"> ▪ Collaborations and partnerships. ▪ Mutually beneficial engagement. ▪ Efficient delivery of services ▪ Accountability. ▪ Access to information ▪ Stability and political good will ▪ Compliance with good governance, principles and procedures ▪ Conduct and disseminate research findings ▪ Share programmes and achievements 	<ul style="list-style-type: none"> ▪ response to requests ▪ Timely release of funds

3. VISION, MISSION AND CORE VALUES

This Strategic Plan has been developed and will be implemented under the theme ‘*A Transformative, Learner-Centered and Problem Solving Legal Education and Training.*’

The Vision for Makerere University for 2020/21-2029/30 is ‘To be the leading institution for academic excellence and innovations in Africa.’

. Its Mission is to provide transformative innovative teaching, learning, research and services responsive to dynamic national, regional and global needs.

The School of Law’s specific Vision, Mission, and strategic objectives that contribute to achieving the University Vision and Mission are stated hereunder.

Guiding Legal and Policy Instruments

- *The United Nations Sustainable Development Goals*
- *Agenda 2063 of the African Union*
- *Uganda Vision 2040*
- *Education Act 2008*
- *Universities and other Tertiary Institutions Act*
- *Law Society Act [Cap 276]*
- *The Advocates Act [Cap. 267]*

3.1. Our Vision

To become Africa’s premier Law School that promotes social justice, rule of law and development.

3.2. Our Mission

To impart transformative quality legal knowledge and skills within an inter-disciplinary framework through teaching & learning, research, mentorship, outreach, strategic partnerships, and services.

3.3. Core Values

Excellence & Integrity: 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. The School will maintain the highest ethical standards in teaching, research, and its public engagements.

Academic and Intellectual Freedom: The School of Law is committed to upholding and protecting its faculty’s independence 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 and diversity: The School believes in treating everyone with dignity and respect regardless of their age, sex, class, ethnic origin, race, religious affiliation, sexual orientation, and (dis)ability.

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

Social Responsibility & Responsibility to Learners: The School of Law recognizes its students as the first priority and will strive to provide the necessary environment and support to ensure their academic success. Beyond the students, the School also recognizes its obligation to Makerere University community and the greater public. It strives to promote the rights of all citizens and ensure justice for all.

Respect & Collegiality: In the performance of their duties, staff will engage each other with respect, openness and trust, having regard for individuals, ideals and the institution as a whole.

4. OUTCOMES AND STRATEGIC INVESTMENT AREAS

With this strategic plan, the School of Law aims to achieve three major outcomes:

- (a) Professional & ethical graduates equipped with knowledge & skills to promote social justice, rule of law and development;
- (b) Cutting edge socio-legal research & innovations that address contemporary & emerging social needs and challenges; and
- (c) Increased recognition of the School of Law as a centre of excellence in legal education & training in Sub-Saharan Africa.

In line with Makerere University Strategic Framework, this strategic plan is premised on three strategic investment areas i.e., human capital development, development impact and institutional processes. Under the human capital development, the strategic plan addresses issues of teaching & learning and student support services. Under development impact, the plan addresses issues of research, innovation, dissemination, networks and partnership. Institutional processes concern issues of governance & institutional effectiveness, human resource development, library & ICTs, and resource mobilisation among others.

5. STRATEGIC OBJECTIVES AND INTERVENTIONS

To achieve the outcomes highlighted above, this strategic plan is designed to deliver on five strategic objectives. These objectives, the required interventions to achieve them and the measures of success are summarized below.

Strategic Objective I: To ensure excellence in the teaching and learning of law so as to nurture legal professionals who are well equipped to address social, economic and political needs at the national, regional and international level

The School of Law is committed to undertaking radical strategic measures to improve the delivery of services to its clients and society. This strategic objective focuses on creating a conducive teaching and learning environment, promotion of learner-centered & problem-solving approaches, and use of unconventional teaching techniques to achieve high levels of quality. It also focuses on staff professional development and students' assessment. Attention is also placed on updating and revision of law curriculum periodically to align it with societal needs. The following strategic actions will be pursued:

- i. 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 have PhDs and all staff have undertaken or participated in a fellowship or exchange programme;
- ii. Recruit staff with required expertise: Over the period of implementation of this strategic plan, the School will invest in recruitment of staff in areas that match the needs of the market and in areas where it is lacking enough teaching staff;
- iii. Continuous staff evaluation: The School will establish a robust staff appraisal system 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 including research, supervision of research of graduate students and outreach;
- iv. Introduce ICT-based training and learning, which should include Open Distance and e-Learning (ODEL): 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;

- v. Undertake curriculum review and introduce new programmes relevant to societal needs: Over the period of implementation of this strategic plan, the School of Law will rationalise its curriculum and align its academic programmes with the needs of both the local, regional and global market. This will include introduction of specialised Master of Laws Programmes. Over the implementing period, the School will introduce at least three specialised LLMs in the areas of: Petroleum and Energy Law; Commercial Law; and Human Rights Law and Practice. The LLM Plan B will also be completed and established during this strategic plan period;
- vi. Diversification of teaching methods: In order to ensure qualitative and competitive learning and assessment, the School will diversify its teaching methods. This will include integrating clinical methods and promoting peer-to-peer learning. Teaching methods 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;
- vii. Pedagogy training for newly appointed academic staff and retooling for old staff: The School will work towards ensuring that all its new academic staff take pedagogy training. For the existing academic staff, the School will organise a retooling training at least once every five years. The trainings will focus on, among other aspects, course design & content development;
- viii. Check causes of disparities in entry and exit grades: The School will conduct a comprehensive study to establish the cause of divergence in student's entry and exit grades and what needs to be done beyond the proposed strategies in this Strategic Plan;
- ix. Improve the administration of examinations: The School will strengthen its examination administration to ensure the improved quality and security of examinations. Incentives will be put in place to ensure the effective invigilation and supervision of examinations, administration of course works as well as the supervision of dissertations at all levels;
- x. Develop and deliver tailor-made short-term training courses for selected public and private sector actors. During the period of this Strategic Plan, every department will develop and run at least one short-course; and

- xi. Appoint part-time lecturers to fill gaps left by staff undertaking doctoral studies.

Strategic Objective II: To engage in cutting-edge social-legal research and innovations to contribute to law reform and to offer solutions to societal needs

Actions under this strategic objective will focus on establishing and implementing a robust socio-legal research agenda at the School of Law, while also drawing on the multidisciplinary nature of Makerere University. The School's research agenda for the next ten years will revolve around several thematic areas including: human rights and conflict resolution; criminal justice and human rights; environmental justice and climate Change; gender equity and non-discrimination; commercial justice and revenue regulation; law and technology; and public interest law and litigation.

The actions below are designed to improve the research environment, 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 strategies and actions will be undertaken:

- i. Appoint at least one research Chair at the SoL to promote excellence in research and innovations;
- ii. Establish knowledge transfer partnerships and networks;
- iii. Build and strengthen the capacity of staff to develop fundable research and outreach project proposals;
- iv. Develop research projects on contemporary and emerging areas of law and development;
- v. Establish an Endowment Fund to cater for, among other things, development of concept notes for research projects and funding strategic research engagements;
- vi. Establish an incentive scheme for staff who publish articles in high impact law journals or publish books with leading publishing houses;
- vii. Establish at least one additional Journal at the school of law;
- viii. Redesign and maintain a robust and interactive School of Law website;
- ix. Establish and publish a database for all dissertations and research outputs by staff and students;
- x. Acquire contemporary legal publications and subscribe to online law libraries and databases;

- xi. Conduct research seminars (at least one every month) 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;
- xii. Support Makerere Law Society to produce and publish the Makerere Law Journal on an annual basis;
- xiii. Enhance and establish research partnerships with like-minded Law Schools and other actors;
- xiv. Improve the processes that affect graduate studies at the School of Law (e.g, need to pay external examiners on time, shorten the time spent on considering applications for admission, graduate supervision and the examination of students' dissertations and theses, etc.)
- xv. Acquire anti-plagiarism software.

Strategic Objective III: To create a conducive students' environment for their academic, professional and social development

This objective focuses on creating a conducive environment and support to our stakeholders — especially students — to enable them meet their academic and professional aspirations. The following strategic actions will be pursued:

- i. Improve the physical infrastructure at the School by constructing new structures for academic and administrative functions;
- ii. Establish a system of academic and professional mentoring;
- iii. Integrate career guidance in teaching & learning i.e. establish a career guidance day every semester at which different legal professionals come to the School to engage with students and offer career guidance;
- iv. Continuous customer care refresher trainings for administrative staff that handle student matters. The administrative staff to benefit from these trainings include: the registrars, examination officers, secretaries, etc.
- v. Establish and publicise a citizen's service delivery charter that clearly stipulates timelines for delivery of different services by different offices;
- vi. Establish robust appraisal system for administrative staff that handle student matters;
- vii. Increase support towards extra co-curricular activities of the Makerere Law Society;
- viii. Expand and equip the students' computer Lab with modern ICTs;
- ix. Mobilise resources for the construction of state-of-the-art building to host lecture theatres, seminar room, auditorium and staff offices;
- x. Invest in specialised training facilities for students with disabilities; and
- xi. Comply with the National Council for Higher Education guidelines on student – lecturer ratio.

Strategic Objective IV: Strengthen existing and build new strategic partnerships; and Enhance Community Outreach

The School of Law recognizes the critical importance of strategic partnerships and collaborations in achieving its vision, mission and strategic objectives. To this end, the School will take deliberate efforts to strengthen existing partnerships and collaborations and build new ones. Over the next 10 years, the School will establish at least eight new partnerships/collaborations in its different areas of operation. These partnerships will be guided by three key principles: shared vision, mission and objectives; mutual trust, respect and equality; and openness, transparency and accountability. To achieve this objective, the following interventions will be pursued:

- i. Effectively execute obligations under existing partnerships and collaborations, and identify new strategic partners and networks at the national, regional and international level;
- ii. Increase the publicity and visibility of SoL's work and outputs;
- iii. Undertake national, regional and international mission visits for potential partnerships and collaboration;
- iv. Establish and run a robust School of Law Alumni Association;
- v. Elevate PILAC and Refugee Law Project (the SoL's major outreach arms) to the status of fully-fledged Departments of Makerere University; and
- vi. Revisit the focus and mandate of PILAC, HURIPEC and Refugee Law to increase the scope of the School's Social Responsibility.

Strategic Objective V: Enhance institutional governance and mobilize financial resources for the effective implementation of the Strategic Plan

The existence of non-functional departments and inadequate financial resources are some of the major challenges that the SoL faces. The causes of the former are varied, key of which include the structure of the SoL's program which are not department-based. Departmental performance is also severely affected by limited resources.

There is need to mobilize resources to achieve the objectives set out in this Strategic Plan. For the implementation of the bulk of its recurrent and development activities, the School largely relies on government. However, based on trends in respect of government funding levels, the SoL activities have been grossly underfunded by government in the past. The School should therefore intensify resource mobilization in order to expand the resource base and bridge shortfalls in the budgetary allocation.

It envisaged that a Public-Private Partnership (PPP) approach will be employed to fund this Strategic Plan in addition to its allocated budget. This will enable the actualization of the strategies and activities articulated in this Plan.

To achieve this objective, the following interventions will be pursued;

- i. Equip departments with tools required to execute their mandate;
- ii. Improve coordination between Departments and other structures of the School, including the Principal's office;
- iii. Develop communication strategy for improved communication and coordination;
- iv. Lobby for increased government funding;
- v. Capacity building for staff in proposal writing and mobilization of financial resources;
- vi. Develop and run short courses to enrich participant's knowledge and generate funds;
- vii. Establish endowment fund;
- viii. Develop external sources of funding, explore creative pricing strategies for tuition and fees, and continue discussions with the University to restructure the relationship between law student tuition and the law school budget;
- ix. Increase the local, state, national, and international profile and appeal of the Law School to attract sponsorship of activities;
- x. Enter into Public Private Partnerships in order to strengthen the financial resource base.

Table 4 OPERATIONAL FRAMEWORK

OBJECTIVE S	STRATEGIES	ACTIVITIES	MEASURES OF SUCCESS/ KPIs	TIME FRAME			COST (UGX '000')
				2020-2023	2024-2026	2027-2030	
Strategic Objective I: Ensure excellence in the teaching and learning of law so as to nurture legal professionals well equipped to address social, political and economic needs at the national, regional and international level.	1. Conduct continuous staff training and development	<ul style="list-style-type: none"> Organize pedagogical and retooling training workshop for academic staff Support staff to enroll for PhD Programs 	<ul style="list-style-type: none"> Training reports Integration of clinical training methods in the delivery of undergraduate course units Number of staff supported to complete PhD studies 	2020-2023	2024-2026		500
	2. Improve the physical infrastructure	<ul style="list-style-type: none"> Fundraise for construction activities Improve the existing infrastructure Make the infrastructure accessible to persons with disabilities 	<ul style="list-style-type: none"> Amount of funds raised for infrastructure No. of buildings constructed Facilities accessible for PWDs 	2020-2023	2024-2026	2027-2030	10,000,000
	3. Continuous staff evaluation	<ul style="list-style-type: none"> Conduct regular performance evaluations with respect to core functions of the School of Law i.e. teaching, research, supervision and outreach Organise capacity building. 	<ul style="list-style-type: none"> Appraisal Template revised Reports Student and peer to peer staff evaluations 	2020-2023	2024-2026	2027-2030	50

	4. Hire staff to cover areas with low expertise	<ul style="list-style-type: none"> Recruit staff with required expertise 	<ul style="list-style-type: none"> Number of staff recruited to fill gaps 	2020-2023		2027-2030	5,000,000
	5. Introduce ICT-based training and learning	<ul style="list-style-type: none"> Organise training for academic staff in the use of ICTs in teaching and learning 	<ul style="list-style-type: none"> % Increase in the use of ICTs in teaching and learning 	2020-2023		2027-2030	150
	6. Undertake curriculum review and introduce new programmes relevant to societal needs and remove outdated ones.	<ul style="list-style-type: none"> Conduct curriculum review seminars Introduce at least three specialized LLM programmes Seek Senate and Council approval 	<ul style="list-style-type: none"> Approved curriculum Content developed Number of courses added/removed, revised and/ or updated. Number of new graduate programmes developed & introduced. 	2020-2023		2027-2030	10
	7. Diversification of teaching methods.	<ul style="list-style-type: none"> Organise pedagogy training for newly appointed academic staff and retool old staff 	<ul style="list-style-type: none"> Number of new teaching methods and student assessment strategies introduced 	2020-2023	2024-2026	2027-2030	200
	8. Ensure the Law School's groundbreaking clinical outreach programs maintain their position as the gold standards of legal education in the region.	<ul style="list-style-type: none"> Engage development partners e.g. Open Society Initiative for Eastern Africa (OSIEA), DFID, GIZ, AusAid, SIDA, Canadian International Development 	<ul style="list-style-type: none"> Number of outreach programs rolled out 	2020-2023	2024-2026	2027-2030	PPP

		Agency (CIDA), TMEA, etc.					
	9. Interrogate causes of disparities in entry and exit grades.	<ul style="list-style-type: none"> Conduct study to establish the cause of divergence in student's entry and exit grades. 	<ul style="list-style-type: none"> Study report 	2020-2023			50
	10. Improve the administration of examinations.	<ul style="list-style-type: none"> Incentivise lecturers for effective invigilation, timely assessment and supervision of dissertations. 	<ul style="list-style-type: none"> % rate of decrease in exam related complaints 	2020-2023	2024-2026	2027-2030	500
	11. Deliver tailor-made short-term training courses for selected public and private sector actors.	<ul style="list-style-type: none"> Develop and run at least one short course in a strategic area. 	<ul style="list-style-type: none"> Short course (s) developed and rolled out 	2020-2023	2024-2026	2027-2030	
	12. Seek revision of retirement age for senior academic staff	Develop a system of staff retention to leverage expertise of retired staff.	<ul style="list-style-type: none"> Retired staff retained 	2020-2023	2024-2026	2027-2030	HR
	13. Appoint part-time lecturers to fill gaps left by the high number of staff departing for doctoral studies.	Develop a system of hiring short-term staff to cover gaps created by staff on study leave.	<ul style="list-style-type: none"> Number of short-term recruits 	2020-2023	2024-2026	2027-2030	HR
Strategic Objective II:	14. Appoint rotational research Chair at the SoL	Engage in identification exercise	<ul style="list-style-type: none"> Chair appointed 	2020-2023	2024-2026	2027-2030	

Engage in cutting-edge socio-legal research and innovations to contribute to law reform and to offer solutions to societal needs	to promote excellence in research and innovations.						
	15. Establish knowledge transfer partnerships and networks	Formation exercise	<ul style="list-style-type: none"> Number of partnerships established 	2020 - 2023	2024 - 2026	2027 - 2030	
	16. Build and strengthen the capacity of staff to develop fundable research and outreach project proposals.	Develop training activities	<ul style="list-style-type: none"> Number of staff trained in developing fundable research proposals Number of research projects at the School Number of research papers developed 	2020 - 2023	2024 - 2026	2027 - 2030	
	17. Develop research projects on contemporary and emerging areas of law and development.	Identify, develop and fund process	<ul style="list-style-type: none"> Number of research project proposals developed and submitted; Number of consultancies and commissioned research undertaken; and Total amount allocated to research expressed as a percentage of total institutional expenditure per year. 	2020 - 2023	2024-2026	2027-2030	500

	18. Establish and maintain Endowment Fund	Develop strategy to increase funds	<ul style="list-style-type: none"> ▪ Endowment fund established; ▪ % of financial resources mobilized. 	2020 - 2023	2024 - 2026	2027 - 2030	
	19. Establish an incentive scheme for staff who publish articles in high impact law journals or publish books with leading publishing houses	Engage relevant university structures	<ul style="list-style-type: none"> ▪ % number of staff and graduate students publishing in peer-reviewed journals ▪ % citation of staff publications as reflected by the citation indices. 	2020 - 2023	2024 - 2026	2027 - 2030	
	20. Establish at least one additional Journal at the school of law		<ul style="list-style-type: none"> ▪ Journal launch 	2020 - 2023			
	21. Redesign and maintain a robust and interactive School of Law website	Engage in rebranding	<ul style="list-style-type: none"> ▪ Law website updated ▪ Frequency of update 	2020 - 2023	2024 - 2026	2027 - 2030	
	22. Establish, publish and maintain a database for all dissertations and research outputs by staff and students	Explore linkages with the University Library and DICTs.	<ul style="list-style-type: none"> ▪ % citation increase of staff publications as reflected by the citation indices. 	2020 - 2023		2027 - 2030	

	23. Acquire contemporary legal publications and subscribe to online law libraries and databases	Identify new Journals for subscription and review existing subscriptions	▪ Number of subscriptions and publications.	2020 - 2023	2024 - 2026	2027 - 2030	
	24. Conduct research seminars (at least one every month) 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.	Allocate funds for conducting seminars	▪ Number of research seminars held and number of staff and graduate students presenting draft research outputs during the seminars	2020 - 2023	2024 - 2026	2027 - 2030	
	25. Support Makerere Law Society to produce and publish the Makerere Law Journal on an annual basis.	Allocate funds and create linkage of the journal with the SoL website	▪ Number of publications / Issues published	2020 - 2023	2024 - 2026	2027 - 2030	
	26. Enhance and establish research partnerships with like-minded law schools and other actors;	Revamp existing partnerships and identify like-minded law schools for possible partnerships	▪ Number of research networks and partnerships to which the School of Law or its departments and staff are members	2020 - 2023	2024 - 2026	2027 - 2030	

	27. Explore opportunities for interdisciplinary faculty collaboration with colleagues at other law schools.	Identify areas of collaboration and signal intention	<ul style="list-style-type: none"> Number of inter-disciplinary partnerships and collaborations established. 	2020 - 2023	2024 - 2026	2027 - 2030	
	28. Improve processes that affect graduate studies at the school of law.	Streamline processes and adhere to timelines	<ul style="list-style-type: none"> % rate of completion in stipulated programme duration. 	2020 - 2023	2024 - 2026	2027 - 2030	
	29. Acquire anti-plagiarism software	Engage and partner with the University Library and DICTs	<ul style="list-style-type: none"> Anti-plagiarism software acquired [Updated/improved yearly] 	2020 - 2023	2024 - 2026	2027 - 2030	
Strategic Objective III: Create a conducive students' environment for their academic, professional and social development	30. Integrate career guidance in teaching & learning i.e. establish career guidance day	Develop system of academic and professional mentoring to ensure the SoL provides sufficient academic, career, and other institutional support for all career paths including those in private practice, government, NGOs, etc.	<ul style="list-style-type: none"> Career guidance day marked in SoL calendar; Number of career guidance seminars held. 	2020 - 2023	2024 - 2026	2027 - 2030	
	31. Continuous customer care refresher trainings for administrative staff that handle student matters including the registrars,	Develop training schedule	<ul style="list-style-type: none"> Training report % increase in stakeholder satisfaction % Reduction in complaints 	2020 - 2023	2024 - 2026	2027 - 2030	

	examination officers, secretaries, etc.						
	32. Establish and publicise a citizen's service delivery charter that clearly stipulates timelines for delivery of different services by different offices	Develop service charter	<ul style="list-style-type: none"> ▪ Publication of Service Charter; ▪ % of service charter resolutions implemented 	2020-2023	2024-2026	2027-2030	
	33. Establish a robust system of appraisal for administrative staff that handle student matters	Develop performance contract forms with targets approved by supervisor Develop performance appraisal template and guidelines	<ul style="list-style-type: none"> ▪ Number of appraisals conducted 	2020-2023	2024-2026	2027-2030	
	34. Increase support given to the extra co-curricular activities of the Makerere Law Society	Identify source of funds and earmark the same for extra-curricular support	<ul style="list-style-type: none"> ▪ Number of events supported 	2020-2023	2024-2026	2027-2030	
	35. Expand and equip the students' computer Lab with modern ICTs	Conduct needs assessment Allocate funds	<ul style="list-style-type: none"> ▪ % Level of expansion; ▪ Number of ICT equipment acquired 	2020-2023	2024-2026	2027-2030	
	36. Mobilise resources for construction of state-of-the-art building to host lecture theatres, seminar room, auditorium and staff offices	Identify potential source of funds and engage	<ul style="list-style-type: none"> ▪ 	2020-2023	2024-2026	2027-2030	
	37. Invest in specialised training facilities for students with disabilities	Conduct needs assessment Allocate funds	<ul style="list-style-type: none"> ▪ Needs assessment report for students with disabilities 	2020-2023	2024-2026	2027-2030	

		Engage donors	<ul style="list-style-type: none"> Training facilities for students with disabilities procured and in use 				
	38. Comply with National Council for Higher Education guidelines on Student – Lecturer ratio.		<ul style="list-style-type: none"> Level of Student – Lecturer ration attained 	2020-2023	2024-2026	2027-2030	
Strategic Objective IV: Strengthen existing and build new strategic partnerships; and Enhance Community Outreach	39. Identify new strategic partners and networks at the national, regional and international level	Identify potential for collaboration Evaluate existing partnerships with a view to expanding the scope of engagement	<ul style="list-style-type: none"> Number of existing partnerships and collaborations maintained or renewed Number of new partnerships and collaborations established 	2020-2023	2024-2026	2027-2030	
	40. Increase the publicity and visibility of SoL’s work and outputs	Revamp SoL website	<ul style="list-style-type: none"> % increase of traffic on website 	2020-2023	2024-2026	2027-2030	100
	41. Undertake national, regional and international mission visits to seek potential partnerships & collaboration	Identify institutions for possible partnerships and evaluate ideological compatibility	<ul style="list-style-type: none"> Number of new networks established; Number of benchmark institutions visited. 	2020-2023			
	42. Establish and run a robust School of Law Alumni Association	Develop strategy for strengthening association and implement	<ul style="list-style-type: none"> Alumni engagement plan developed 	2020-2023	2024-2026	2027-2030	100

	43. Elevate PILAC and Refugee Law Project (the SoL's major outreach arm) to the status of fully-fledged Departments of Makerere University	Develop transition plan	<ul style="list-style-type: none"> PILAC and Refugee Law Project achieve Departmental status 	2020-2023			
	44. Revisit the focus and mandate of PILAC, HURIPEC and Refugee Law to increase the scope of the School's Corporate Social Responsibility.	Identify new areas of expansion work	<ul style="list-style-type: none"> New CSR areas identified and implemented (e.g the Prison Innocence Program) 	2020-2023			
Strategic Objective V: Enhance institutional governance and mobilise resources for the effective implementation of Strategic Plan	45. Equip departments with tools required to execute their mandate	Identify areas of operational weakness and facilitate them to achieve operational functionality	<ul style="list-style-type: none"> % increase in Departmental output and visibility 	2020-2023	2024-2026	2027-2030	
	46. Improve coordination between departments and other structures of the school, including the Principal's office		<ul style="list-style-type: none"> Coordination formats between departments and the School structures developed 	2020-2023	2024-2026	2027-2030	
	47. Develop a communication strategy	Allocate funds and engage consultant	<ul style="list-style-type: none"> Strategy developed 	2020-2023			50

	to improve communication and coordination						
	48. Lobby for increased government funding	Identify resource gap against expected performance targets	<ul style="list-style-type: none"> % increase in Govt budgetary allocation 	2020-2023	2024-2026	2027-2030	
	49. Capacity building for staff in proposal writing and mobilisation of financial resources		<ul style="list-style-type: none"> % Increase in number of fundable grant/donor proposals. 	2020-2023	2024-2026	2027-2030	
	50. Establish Endowment Fund		<ul style="list-style-type: none"> Fund established 	2020-2023	2024-2026	2027-2030	
	51. Develop and run short-courses to enrich participant's knowledge and generate fund;	Identify and develop courses of strategic interest, societal benefit and with potential to generate funds	<ul style="list-style-type: none"> Number of short-courses developed and run. Amount of financial resources raised through projects; and % contribution of revenue stream (s) to overall resource requirement. 	2020-2023	2024-2026	2027-2030	10
	52. Engage in discussions to revise tuition and Explore creative pricing strategies for tuition and fees.	Benchmark institutions and continue discussions with the university to restructure the relationship between law student tuition and the law school budget	<ul style="list-style-type: none"> % Increase in tuition and other fees. Number of discussions held and resolutions implemented. 	2020-2023			
	53. Enter into Public Private Partnerships in order to	Identify potential PPPs	<ul style="list-style-type: none"> Number of Public-Private-Partnerships entered into. 	2020-2023		2027-2030	
	strengthen financial resource base.						