

EVALUATION OF INTERNATIONAL LAW INSTITUTE IN UGANDA SUMMARY

Report title: Das International Law Institute in Uganda als Projekt der österreichischen Entwicklungszusammenarbeit.

Report number: 2003/2

Authors: Willy Munyoki Mutunga, Walter Reiter, Werner Siebel (L&R Social Research Vienna)

Collation: 61 pp; annexes

Subject description:

The International Law Institute Uganda (ILI Uganda) offers lawyers, economic experts and professional groups from all over Africa, who are employed in the public service and legal professions, continuous post-graduate and further training. ILI Uganda was founded in 1998 as an affiliate of the International Law Institute in Washington D.C. set-up within the World Bank's Institutional Capacity Project.

For the Austrian Development Cooperation (ADC) this project constituted an enhancement of its country programme in Uganda, through which it lends support to the private and tertiary education sectors and contributes to the development of commercial law.

The purpose of the evaluation was to examine ILI Uganda's development since its inception and funding by Austria in 1998. Specifically, the evaluators looked at why the institute came nowhere near reaching the anticipated self-financing goal and whether and to what extent the capacity building goal was reached. Recommendations were made for the future.

It was also an ambition of the ADC to investigate to what extent the project corresponded with the strategic objectives and programmes outlined in the ADC's sectoral and country programmes, to look at decision making processes within the ADC and at the role the ADC has played in terms of helping ILI Uganda achieve institutional sustainability.

Evaluation methodology:

The evaluation team conducted interviews with experts from the private, public, intermediary and civil society sector in Uganda, which are part of ILI's field of activity for lawyers, and with former participants in ILI courses. The research was based on an empirical, socio-ethnographic research approach, and included individual interviews, group discussions, participatory observation, workshops etc.

Major findings:

The evaluating team came to the conclusion that ILI Uganda, with its focus on further training in the field of international, economic and commercial law, is successfully supporting the social modernisation process of Uganda and other East African countries. The Ugandan example has shown that the efficiency of the legal system has significantly increased, both at the institutional level and at staff level. The professionalisation of juridical activities, security under the rule of law, access to legal institutes and the transparency of governmental, administrative and economic activities are indications of this.

It was also found, however, that various factors related to the work of the ADC severely disrupted the communication and cooperation processes with ILI. These factors included differing points of view, too many and changing competencies coupled with poor personnel management, unrealistically defined success criteria and lack of reporting indicators.

Some of the key recommendations made were the following:

- As a prerequisite for further development of ILI's work, systematic analysis and appraisal of the developments and experiences made since its inception.
- Modernisation of ILI's organisation and infrastructure,
- Elaboration of a demand-driven marketing concept,
- Synergy-building through external cooperation and networking,
- Radical revision of the course programme's curriculum and didactics,
- Balanced mix of subjects geared to the individual social interest groups,
- Development of an on-the-job further training programme specifically tailored to the realities of African working life,
- Individual training packages for new entrants to the workforce and experienced practitioners.

Recommendations were also made to improve the structure of the ADC:

- Establishment of an "Innovation Sector" for the purpose of simplifying the question of competencies,
- Professionalisation of personnel management through the systematic instruction of new staff and the development of a further training and skills-training concept,
- Fundamental rationalisation of structures in terms of the distribution of responsibilities, the binding nature of programmatic bases, and the formalisation of the decision-making processes,
- Systematisation of the reporting system.