

Uganda Law Society Healthcare and
Benevolent Fund Company Limited



2024/25

Annual Report

**PERIOD COVERING 1ST JULY 2024
TO 30TH NOVEMBER 2025**



NOTICE OF THE UGANDA LAW SOCIETY HEALTHCARE AND BENEVOLENT FUND COMPANY LIMITED ANNUAL GENERAL MEETING

(Under S.137 of the Companies Act, Cap 106)

Notice is hereby given that the first Annual General Meeting of the **Uganda Law Society Healthcare and Benevolent Fund Company Limited (ULS-HBF)** will be held on Monday 8th December 2025 at PROTEA Hotel, John Babiha Avenue, Kampala starting at exactly **9am**.

Agenda:

1. Establishment of Quorum
2. Waiver of Notice Period
3. Adoption of the Agenda
4. Receipt, consideration and adoption of the Annual Report for the year 2024/2025
5. Presentation of Management Accounts for the period 2024/2025
6. Appointment of the External Auditor
7. Close of Meeting

Dated at Kampala this 19th day of November 2025

Phillip Munaabi, Secretary, ULS-HBF

NOTE:

- The AGM will be hybrid - physical and virtual.
- Physical attendance will be limited to the first 100 paid-up members to register online.
- The online Zoom link will be availed prior to the AGM

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HBF BOARD OF DIRECTORS



**LYDIA PROSCOVIA
OCHIENG-OBBO**

Chairperson, Board of Directors
Uganda Law Society Healthcare &
Benevolent Fund



ALAN N. LWETAB

(CFA, CAIA, CIPM)
Vice Chairperson, Board of
Directors Uganda Law Society
Healthcare & Benevolent Fund



ANTHONY ASIIMWE

Vice President
Uganda Law Society
(Ex Officio Board Member
ULS-HBF)



PHILLIP MUNAABI

Company Secretary
Board Member



DR. BARBARA KITUI (PhD)

Board Member



MARY NAMALE

Board Member



DR. ELIZABETH EKOCHU

Board Member



MS. SANDRA ARYAMANYA

Fund Liaison Officer

LIST OF ACRONYMS

ULS	Uganda Law Society
HBF	Healthcare and Benevolent Fund
AGM	Annual General Meeting
ABA	(Kenya) Advocates Benevolent Association
SC	Steering Committee
EOGM	Extraordinary General Meeting
CEO	Chief Executive Officer
RFQ	Request for Quotation
MDA	Ministries, Departments and Agencies
LDC	Law Development Centre
FAQ	Frequently Asked Questions
RNB	Radical New Bar
ODPO	Office and the Data Protection Office

ULS-HBF ORGANISATIONAL PHILOSOPHY AND CULTURE

"The Fund is guided by a philosophy of compassion, integrity, and accountable stewardship in promoting the health and welfare of our members."

Organisational Values

"We uphold the values of integrity, transparency, professionalism, equity, compassion, fairness, impartiality, and confidentiality.

"Our work is driven by responsible management of member resources, evidence-based decision-making, collaboration with partners, and adherence to strong ethical and governance standards."

Organisational Culture

"We foster a culture that is member-centred, responsive, respectful, and service oriented. We promote teamwork, clear communication, and continuous improvement, while ensuring transparent governance and dignified, confidential handling of member welfare needs."

Identity Statement

"A compassionate, accountable, and member-focused Fund committed to prudent stewardship and dignified support throughout members' professional lives."

FOREWORD BY ANTHONY ASIIMWE, VICE PRESIDENT UGANDA LAW SOCIETY



ANTHONY ASIIMWE

Vice President
Uganda Law Society
(Ex Officio Board Member ULS-HBF)

It is my honour to contribute this Foreword to the inaugural Annual General Meeting Report of the Uganda Law Society Healthcare & Benevolent Fund (ULS-HBF). This moment marks an important milestone in the realization of a long-held aspiration of our Society: establishing a structured, professionally governed, and sustainable mechanism to support the health, welfare, and wellbeing of our members.

The Uganda Law Society (ULS) founded the Healthcare & Benevolent Fund in July 2024 with the conviction that the wellbeing of lawyers must be protected with the same seriousness and foresight that we bring to the rule of law, justice, and service to the public. While the ULS-HBF operates as an independent entity with its own governance and mandate, the ULS remains not only its founder but also an active member and partner. This dual relationship reflects our commitment to strengthening the safety nets that underpin the dignity and resilience of our profession.

In its first year, the ULS-HBF has laid the necessary foundations for its long-term sustainability—including the establishment of key governance structures, development of policies and operational systems, and initiation of welfare and healthcare support to members facing illness, bereavement, or vulnerability. These early milestones affirm the important role the ULS-HBF will continue to play in supporting lawyers throughout their professional journey and into retirement.

As the ULS, we are particularly encouraged by the ULS-HBF's commitment to transparency, accountability, and member-centred service—values that are essential for building member trust and ensuring that this institution grows from strength to strength. We also recognise the collaborative efforts between the ULS Secretariat and the ULS-HBF in aligning financial flows, member contributions, and reporting frameworks. These partnerships will be crucial as the Fund advances its strategic planning and policy development for the years ahead.

On behalf of the ULS, I extend our appreciation to the Board of Directors, the ULS-HBF Secretariat, and all members whose dedication has brought the ULS-HBF to this promising beginning. We remain fully committed to supporting the ULS-HBF's growth, strengthening our shared governance relationship, and ensuring that the wellbeing of every lawyer in Uganda remains a central priority. As we celebrate this first AGM, we look forward to a future in which the ULS-HBF stands as a strong, transparent, and compassionate pillar of support for the entire legal fraternity.

FOREWORD BY THE CHAIRPERSON OF THE BOARD OF DIRECTORS



LYDIA PROSCOVIA OCHIENG-OBBO

Chairperson, Board of Directors
Uganda Law Society Healthcare & Benevolent
Fund

It is with great honour and a deep sense of responsibility that I present the first Annual Report of the Uganda Law Society Healthcare and Benevolent Fund (ULS-HBF). This Inaugural Report marks an important milestone in the journey we began in with background analyses in 2023, which culminated in establishing a dedicated institution to safeguard the health, welfare, and dignity of members of the legal profession, in July 2024.

Over the past year, our focus has been on laying a firm foundation for the ULS-HBF's governance, operations, and strategic direction. As a new

entity, we prioritised establishing systems, building structures, defining policies, and setting the tone for accountability and member-centred service. We also initiated collaborative engagements with the Uganda Law Society (ULS) to streamline contributions, enhance transparency, and ensure alignment with the ULS-HBF's objectives. We acknowledge support from the ULS Council, the Secretariat and entire membership accorded to the ULS-HBF from the very start, providing it with free office space, and a conducive working environment, which has helped cement further the symbiotic relationship between our two institutions.

Although we are at the beginning of our journey, the demand for healthcare and welfare support has already demonstrated the critical need for the ULS-HBF. We responded to emerging cases of illness, bereavement, and vulnerability among our members, while crafting sustainable mechanisms to support lawyers not only in moments of crisis but across their active and retired years.

This first year has not been without challenges. As with any new institution, we encountered operational, financial, and administrative hurdles. However, these challenges have provided valuable lessons that will inform the development of our long-term strategy. The ongoing work on the 2025/2026 – 2027/2028 Strategic Plan, together with the policy framework for healthcare, benevolence and welfare, will guide us toward a resilient, forward-looking ULS-HBF.

I extend my sincere appreciation to our tireless ULS-HBF Liaison Officer, my fellow Board members, the ULS leadership, and our members who have shown confidence in this new institution. Your commitment and trust have been essential in enabling us to take these foundational steps.

As we convene our first Annual General Meeting, we do so with optimism and a shared resolve: to build a strong, transparent, and sustainable ULS-HBF that serves the profession with integrity, compassion, and foresight. We look forward to working together to shape a future in which every lawyer in Uganda is supported, protected, and cared for.

IN MEMORIAM

To our members who have left us since our inception, we remember your contribution to the Legal Profession and celebrate your achievements posthumously.

WE HOLD A MOMENT OF SILENCE IN YOUR HONOUR.

2024

1. Advocate Edward Kiddhu Makubuya, SC (former Attorney General)
2. Advocate Deo Rubumba
3. Advocate Acali Manzi
4. Advocate Samuel Wegoye
5. Advocate Samuel Frederick Ntende
6. Advocate Ramadhan Waiswa
7. Advocate Mugisha Fred
8. Advocate Brian Lubega
9. Advocate David Abigaba
10. Advocate Raphael Okiot
11. Advocate Murhon Hilda Viola
12. Advocate Ronald Ngobi
13. Advocate Lt. David Abigaba
14. Advocate Proscovia O. Imela

2025

1. Justice George Kanyeihamba
2. Advocate Christopher W. Buyi
3. Advocate Isaac Dylan Jombwe
4. Advocate Willy Olwenyi
5. Advocate John Baptist Kakooza
6. Advocate Martha Namusaabi



INTRODUCTION

This Annual Report is a comprehensive account of the activities of Uganda Law Society Healthcare and Benevolent Fund Uganda Limited (ULS-HBF), at its first ever Annual General Meeting (AGM), for the Financial Year 2024/2025 and the first quarter and two months of 2025/2026.

BRIEF BACKGROUND TO THE ESTABLISHMENT OF THE FUND

A Steering Committee (SC) of 3 people was established by Council in December 2022 and mandated to come up with a Road Map for establishing the ULS-HBF. Desk Research and information gathering about the ULS Internal Welfare program and similar efforts within and without Uganda (Kenya, Rwanda, Tanzania) were undertaken to establish a Benchmark. This was followed by an online survey to gauge the appetite of ULS members for Fund, and gathering of data on all deceased members over the last 10 years, to appreciate the magnitude of the benevolent challenge.

A Study Tour to the Law Society of Kenya Advocates Benevolent Association (ABA), was undertaken in July 2023, by a Team led by then Vice President Martin Asingwire Baryaruha, comprising SC members – chaired by Lydia Ochieng-Obbo, and deputized by Philip Munaabi and Dr. Barbara Kitui. It was supported by Mary Namale, an Actuarial Scientist who was co-opted to provide technical guidance on the insurance related aspects. The Team's Report mapped out optimal concepts, which upon approval by the ULS Council, were used to establish the ULS-HBF. The SC also worked closely with ULS Welfare Cluster who provided invaluable support and input.

The SC held various meetings with the ULS Council for guidance on the Roadmap including institutional and organizational arrangements. The ULS-HBF was established as a Company Limited by Guarantee whose members include the Uganda Law Society and its individual paid up members, following an Extraordinary General Meeting (EOGM) held on the 18th of August 2023 at Fairway Hotel. That same EOGM mandated Council to appoint the inaugural Board, with the ULS, the then Council members and two members from the Steering Committee, being its initial subscribers. A full list of its Registered Members will be filed with the URSB after the first AGM



Strategic Direction

The ULS-HBF is in the process of finalising its 5-year Strategic Plan 2025/2026 to 2029/2030 and has been working with the following elements of strategic focus which were set out in its Inception Report as follows:

Goal

To be the leading advocate and provider of comprehensive support, care and assistance for the health and wellbeing of members of the Uganda Law Society and their immediate families in Uganda.

Vision

To nurture a legal community in Uganda that is resilient, thriving and empowered where the physical, mental and social wellbeing of legal professionals is prioritized and supported.

Mission

To deliver compassionate and holistic support to the members of the Uganda Law Society and their families through healthcare and benevolent assistance, financial aid, and crisis response – while fostering a culture of solidarity, dignity and wellness within the legal profession

STRATEGIC AREAS

1. Governance and Institutional Strengthening

1.1: Establish and maintain strong, transparent governance structures that promote accountability, inclusivity, and member confidence.

1.2: Develop and implement clear operational policies, systems, and procedures to ensure efficient and professional management of the Fund.

1.3: Strengthen the capacity of the Board, Committees and Fund Secretariat and Committees to deliver on their mandates effectively.

2. Financial Sustainability and Resource Mobilization

2.1: Ensure long-term financial sustainability through prudent investment, sound financial management, and diversified income streams.

2.2: Enhance member contributions and explore alternative funding sources such as partnerships, grants, and endowments.

2.3: Implement robust financial reporting and audit mechanisms to build trust and transparency with stakeholders.

3. Healthcare and Welfare Support Services

3.1: Design and implement a comprehensive health insurance scheme tailored to the unique needs of ULS members.

3.2: Provide timely and equitable benevolent support to members and their families in cases of illness, disability, or death.

3.3: Promote preventive healthcare and wellness programs that reduce long-term medical costs and

improve quality of life.

4. Member Engagement and Awareness

4.1: Improve member awareness of Fund benefits, services, and operations through consistent and targeted communication strategies.

4.2: Encourage greater participation of members in Fund governance, decision-making, and feedback mechanisms.

4.3: Foster a culture of solidarity and mutual support among ULS members through collaborative welfare initiatives.

5. Monitoring, Evaluation, and Learning (MEL)

5.1: Establish a comprehensive MEL framework to track performance, measure impact, and guide adaptive management.

5.2: Promote a culture of evidence-based planning and decision-making using data and member feedback.

This Annual Report is modelled around the above strategic Areas which will form the basis for the Strategic Objectives in the Strategic Plan.

The Final Strategic Plan document will be shared and discussed at an extraordinary meeting to be held in the first quarter of 2026 alongside other internal policy documents currently in final stages of refinement.

INSTITUTIONAL ARRANGEMENTS

The ULS-HBF is semi-autonomous from the ULS. Notably, the ULS as an entity is a founding member of the ULS-HBF and a Memorandum of Understanding (MOU) was signed between the two entities to govern their relationship and ensure accountability for the funds collected and transferred by ULS to the ULS-HBF.

Management of the Fund

The Board

A lean Board of seven (7) comprising of the ULS represented by the President as an Ex -officio member and deputized by the Vice Chairperson in his absence (to provide oversight); the three members of the original Steering Committee; and three independent members – a Financial and Investment Analyst to support the Funds management, disbursement and investment aspects, an Actuarial Scientist to support insurance related aspects, and a Medical Doctor/ Public Health Specialist to support the Welfare and Medical aspects of the Fund.

The Board works through Committees - has four (4) Committees; Finance Investment and Audit, Grants, Benefits and Social Services, Governance and Administration, and Communications Outreach.

The Board sits as a whole to approve disbursements to members and make investment and other key policy decisions affecting the fund. The Board has for the most part been sitting as a full Board to speed up critical decisions during the formative stage



ULS-HBF Board

Dr. Barbara Kitui (Board Member), Phillip Munaabi (Board Member), Dr. Betty Ekochu (Board Member), Lydia Ochieng-Obbo, HBF Fund Chairperson, Maria Namale (Board Member), Sitting: Allan N. Lwettabe CFA, CAIA.



ULS-HBF Liaison Office at the ULS House

The Secretariat

Staffing and Office Arrangements

Currently, the ULS-HBF Secretariat is run by a Fund Liaison Officer who was recruited through a transparent and rigorous Network Based Referral process supported by a sole sourced qualified Human Resource Officer. It has acquired basic office furniture, a laptop, a printer, all of which are branded and stationery including letter heads. The plan is to have a lean office of at least 3 staff members, including a Fund Liaison Officer and one Accounts Assistant to handle the Welfare/Health and Benevolent aspects

Office Location

The ULS Council allocated office space to ULS-HBF at the ULS House at Plot 5A Acacia Avenue and it is currently situated on the first floor, in proximity with ULS offices it works with closely and administratively, which are; Chief Executive Officer (CEO), Members Affairs, Finance, Human Resource and Information and Technology offices.

Audit Function

The ULS-HBF is keen on ensuring probity in the management of its resources and will have an Audit Function. It recently outsourced the Audit function to enable preparation of the ULS-HBF's Management Accounts for the period July 2024 to June 2025 and for July 2025 to October 2025 and these are part of this Report. Similarly, the Fund is required by law to appoint an external auditor to provide independent assurance that the Fund is being run professionally. The Board has undertaken an exercise to recruit an External Auditor using the Request for Quotation (RFQ) methodology and the best candidate will be presented to members approval as part of the agenda for this AGM.

Fund Accounts

The ULS-HBF opened up an operational Account with DFCU Bank on which the ULS-HBF received members' contributions through the ULS are banked. This account is used to cater for the ULS-HBF's operational expenses to pay for member benefits as and when they arise. The ULS-HBF intends to open up a second account on which proceeds from the Investments made would be banked so that they are separated from the Operational Account.

Achievements



Governance Accountability

The Board holds quarterly meetings, however, during this formative year it has held meetings as and when the need arose. The meetings have been both virtual and physical. The Board embraced technology to record minutes and actions points in record time. This has increased its efficiency in recording and following up on decisions made.

The Board held about 26 meetings both online and meeting during the reporting period and all of them have been well attended. A comprehensive report of attendance of meetings for the 2025/2026 will be provided at the next AGM. The Board have not yet been paid allowances, but payments will start January 2026.

Institutional Milestones

1. Developed and approved ULS-HBF Fund Investment Guidelines and Portfolio Distribution Guidelines. The guidelines cover investments in financial instruments (Bonds, TBs, Unit Trusts) and Cash in the Bank.

2. Registration with the Office of the Data Protection Officer.

3. Obtaining a website for ease of communication to the membership.

4. Undertook training in Financial Management, Investment Decision making and associated Risk Profiles, assisted by one of our Directors, who introduced us to other trainings and professional talks on the subject.

5. Interviewed Fund Managers and appointed 2 and also appointed a Custodian Bank (KCB). However, we dropped one of the Fund Managers on account of the onerous, tenuous undertakings that were being expected of us to conclude the onboarding process not to mention that the costs were also prohibitive for a nascent Fund such as ours. We hope to revisit this position when we are more stable and better placed to absorb these

costs.

6. Developed Standard Operating procedural guidelines for accessing support from the Fund and application forms which will be uploaded on the website for ease of access.

7. Approved medical support for critical illnesses of UGX 1,500,000/= and bereavement support of UGX 3,000,000 to paid-up members.

Support to Members

Since the ULS-HBF was launched it has provided support to members in the form of mainly in patient medical support for life threatening illnesses and benevolent support. To date it has supported twenty-five (25) members on both the Medical and Benevolent support programs.

Medical Support

Towards the end of last year (October 2024) when the first batch of funds was transferred by the ULS, the ULS-HBF started making a contribution of UGX. 1,500,000/= per member for critical illnesses requiring in-patient admission for intensive or critical care while studying the trends.

To date it has supported ten members. The medical condition of members is usually brought to the attention of the ULS-HBF's by members/colleagues, direct contact through ULS Council members, ULS Secretariat (ED, Members Affairs and or HR), and recently directly through the ULS-HBF Board members and/or ULS-HBF Liaison officer.

The medical conditions presented to the Fund so far. include: cancer, heart, brain and internal organ life threatening conditions. Other conditions presented include: serious motor accident injury, assaults causing grievous bodily harm requiring surgery, injury due to accidental fall and mental health conditions. A total number of twelve (12) cases were received and ten (10) cases have been supported so far. The ULS-HBF follows up the sick

Achievements



members it has provided support by occasionally checking on them and where possible visiting them in hospital or giving them a telephone call after hospital discharge to see how they are faring.

Benevolent Support

The Fund took over the benevolent support previously given to members by the ULS of UGX 3,000,000/= to support a deceased members' family in giving them a decent send off. The ULS-HBF teams up with the ULS to deliver a joint condolence message and where possible send a representative to the funeral service to pay last respects.

We have also noted that a number of lawyers are outside the realm of the ULS-HBF's support because they are not paid-up, especially those who work in Government Ministries, Departments and Agencies (MDAs) where they are not required to apply for practicing certificates. The ULS-HBF intends to engage with the concerned Government MDAs to find ways by which these members can be on boarded.

In addition, there is a missing middle – they either have just left the Law Development Centre (LDC) and or have not yet been enrolled as advocates but are somehow “active members”, retired members and or semi- retired members of the ULS, who are no longer in active practice or in the income earning bracket but subscribe to the objectives of the Fund and would wish to join it as its members and or may need the support of the ULS-HBF during difficult times. The ULS-HBF and the ULS have on a number of occasions faced applications from this category of members and we intend to look into this category and come up with proposals for your consideration.

Healthcare Awareness Creation and Trainings

As part of the broader ULS-HBF strategic areas, the Board promotes periodical training for its members on health and related matters that impact on their well-being. This member sensitization program is conducted through online sessions called the “ULS-HBF Health Talks” in which we host experts from different healthcare and welfare fields.

In 2024 we managed to conduct 3 health talks which

included a Mental Health Talk, Dental Health Talk and Cancer Awareness Talk. Our Board Member Dr. Elizabeth Ekochu heads and coordinates the health talks. Our future plan is to have the health talks, physical fitness sessions, and other wellness sessions, accredited by the Law Council as part of the Continuing Legal Trainings. This will not only help to create members' awareness about the ULS-HBF's strategic direction but also help members to be personally responsible about their health and personal management.

One patient was not supported because we failed to get information about him, another is yet to travel for his operation while the other who was critically injured, the family is yet to return the application form

Member Engagement and Reporting

On 29th May 2025, the Board with support from the ULS Council, made a bi-annual report to the members through the Thursday weekly RBN-Live program hosted at the ULS House. The bi-annual report aimed at giving updates of the status and activities of the ULS-HBF as at that time, and also responded to members' questions about ULS-HBF and how they were meant to benefit. A report was shared and an update of the same was shared on ULS media channels YouTube, X and members' WhatsApp platforms.

The Fund will continue to provide quarterly updates to members through both the ULS Council and membership using the Website and other media platforms. The questions which have been arising have been reduced into an FAQ to be hosted on the website and updated regularly.



ULS-HBF Chairperson Lydia Ochieng-Obbo presenting the ULS-HBF Status report at the ULS House.

TESTIMONIALS AND FEEDBACK:

As members and their beloved ones receive support, we have received feed-back that shows appreciation to the fund for the effort and initiative. Some of these are captured here below:

"Good afternoon counsel.
I have been recently battling with a medical condition called splenomegaly and I a victim of splenectomy at Mulago National referral Hospital.
The operation was successful and am healing from the operation.
I was discharged on Tuesday this week and steadily improving from the sickness.
I take this honour to thank you all for your kind contributions towards my medical bills and prayers.
God bless you" – Medical Support Beneficiary

Thank you for the support to our partner, he is currently in Nigeria but will soon be flown to India for the heart operation. This is so good of the fund" –
Staff Members of a Medical Support Beneficiary

"Thank you for the financial assistance, this has come in handy. Especially when we are clearing the hospital bills, such an initiative by the lawyers is really helpful"- Family member
of a Medical Support Beneficiary

I have received the funds for my first chemotherapy treatment and I am very grateful, the benevolent fund has put a human face to ULS. Thank you" – Medical Support Beneficiary

It's been a while.
I have high expectations that you are in good health just as I am.
I am forever indebted to you and the Benevolent team for always reaching out to me.
I recovered well despite the random post traumatic effects that come once in a while.
Nonetheless , they are handled and managed well by my doctors.
Otherwise, this is to let you know that I am well.
Have a lovely evening.
Godspeed!
- Medical Support Beneficiary

PICTORIAL



Financial Outlook

The sources of funding for the ULS HBF include the following :-

1. ULS Endowment Contribution. Initially the previous ULS Council had indicated a commitment to set aside Ugx 50,000,000/= to support the Fund set up on an annual basis while the Fund was growing, resources allowing. The ULS supported the establishment of the Fund, paid for the Benchmarking visit and continued to meet expenses of a benevolent nature, until the time the HBF was established and monies transferred to its accounts as indicated above.

2. Member Contributions. A total of UGX 100,000/= (UGX 75,000/- from members' and UGX 25,000/= as ULS') is deducted from members' ULS Annual Subscription of UGX 500,000/=. The ULS-HBF started receiving funds from the ULS in October 2024 and to date the disbursements received so far are presented in the latter part of this Report.

3. Investments in Financial Instruments and other Assets. The ULS-HBF has invested excess funds into financial instruments (low risk /moderate return) from which it is expected to grow the fund and widen the resource envelope so that it can support members by providing a higher contribution and wider range of benefits. Meanwhile, the Board will study the high risk/high return investment options which include real estate, for example land, commercial and residential property to see their viability given the space we are operating from. (See details in the financial outlook section below and the Management accounts).

4. Donations. We expect to raise funds from donations starting from our members some of whom have expressed a willingness to contribute beyond the set top up of UGX 75,000/=. Although the Development Partners' space has dwindled, going forward the ULS-HBF intends to package strategically designed proposals to engage with partners who support holistic improvements (catering for the demand and supply side of justice) in the delivery of justice including mental and physical and wellbeing of lawyers who provide services to the justice system

5. Fund Raising Events and Sell of HBF Memorabilia:- Where appropriate, the Board plans to hold fund raising drives including the sale of Memorabilia, Health Runs, Health Dinners to raise funds to support members who are unable to meet their subscriptions due to one debilitating reason or another.

6. Minimal one-off Membership Fee :- The ULS-HBF proposes to introduce a minimal one-off membership fee of between Ugx 5,000 to 10,000/= to cover administrative costs.

ULS-HBF Financial Position

The ULS-HBF has received a total sum of UGX 949, 043, 732 /= between October 2024 and July 2025, with UGX 476,220,732/= being monies received for the year 2024 and Ugx. 472,823,000/= being monies received for the year 2025 so far.

These figures are less bank charges of UGX 113,850 and UGX 15,081,868 for monies spent on ULS-HBF related matters before it was incorporated. The ULS-HBF Board has engaged the ULS Council on this matter with a view to having some of these costs subsumed by the ULS under the endowment arrangement that had been proposed by the previous Council since the ULS-HBF was not yet operational.

Update on Fund Investments

The above funds have been invested by the ULS-HBF Board in Bonds of varying maturity and Unit Trusts as indicated in the table below.

Investment Category	Instrument / Bond Name	Amount Invested (UGX)	Coupon / Interest Rate	Date of Purchase	Notes
Unit Trusts (Short-Term)	Britam Money Market Fund	225,000,000	Variable (Market MMF Rate)	28 August 2025	Liquid investment; funds accessible within 1–3 days.
Treasury Bonds (Long-Term)	UG12K08311352	201,579,000	16.25%	28 August 2025	Matures 23 Jun 2039. Purchased at a discount
	UG12K2306393	197,654,960	15.80%	28 August 2025	Matures 08 Nov 2035. Purchased at a premium.
	UG1211806433	229,801,000	15.00%	28 August 2025	Matures 18 Jun 2043. Purchased at a discount.
Operational Cash Remaining	DFCU Account Balance after final TB purchase	53,023,147		28 August 2025	Available for administrative & welfare operations

ULS-HBF FINANCIAL POSITION

Challenges and Opportunities

Challenges

1. Acquiring office space delayed the establishment of the HBF office and slowed our operations until the ULS moved to the new premises in the ULS House. We thank the Board members who hosted us during this time and the furniture shops which kept our furniture without charging us demurrage until we were able to collect it.
2. Familiarising ourselves with the investment and insurance minefield of bonds, treasury bills unit trusts meant that we needed to understand the field first before we attempted to invest your money.
3. We faced technical glitches in registering our formative documents because unknown to us, earlier versions that were registered had some queries, creating delays in trying to establish partnerships with various entities – banks, insurance companies. However, these have since been rectified.
4. Finding the optimal space and optimal regulatory rigor in which to operate – finding a balance where we could mirror a regulated entity while staying independent proved costly at times
5. Finding the optimal timing for our wellness and health training and aligning them with the already planned weekly ULS Radical New Bar (RNB) program to avoid clashes led us to halt the sessions and go back to the drawing board.
6. Lack of a Data Protection License from the Office and the Data Protection Office (ODPO) constrained our outreach to our members because of our inability to access their e-mails and communicate with them directly.

Opportunities

1. There are sister Lawyers' associations from which we intend to continue benchmarking and picking lessons, for example we leaned heavily on our Kenyan counterparts, because they are the oldest in the region. We intend to extend learnings from our neighbours in Rwanda, Burundi, Tanzania and also draw lessons from our sister Association in West Africa (Ghana, Nigeria and Ivory Coast). Conversations have already started through the ULS Vice President.
2. The ULS-HBF has numbers which it can leverage to negotiate for perks and discounts for its members

amongst service providers including insurance companies.

3. Having an office within the ULS premises makes it easier for members to reach us and is also a cost saving mechanism.

4. The ULS Clusters, fraternities and especially the Regional ones present opportunities for our members outreach program especially those who are practicing upcountry.

Future Outlook

1. This formative year has taught us lessons about the contextual issues amongst our members in terms of their health and benevolence challenges they face. We shall use the information gathered to plan for the future by reviewing our current support mechanisms.

2. Regarding onboarding of family members onto the scheme, we need to first concretise what we are providing for the members before tackling this additional responsibility. Nevertheless, we have already initiated conversations to study this aspect which could be done through a different arrangement promoted by the ULS-HBF as one of its products.

3. We intend to strengthen our communication and outreach with and to members starting with establishing a dedicated ULS-HBF database, providing quarterly updates to ULS Council and members, and holding monthly interactive sessions through the existing process.

4. We shall improve our website and making it more user friendly and interactive.

5. We intend to negotiate subsidized rates for wellness services (gym, aerobics, counselling etc.) and negotiate wellness healthcare checks.

6. We also intend to hold fundraising activities for special causes and providing charitable assistance to those in need within the legal fraternity and the wider society through corporate social responsibility

7. We shall undertake a study and analyses with the possibility of developing and setting up a comprehensive contributory life and health cover for members either singularly or in conjunction with like-minded insurance companies

Conclusion

The Board and Management of the ULS-HBF reflects with gratitude on how far we have come since our establishment in July 2024. This first year has reaffirmed the essential purpose for which the ULS-HBF was created—to safeguard the wellbeing, dignity, and resilience of the legal fraternity. Through the collective commitment of our distinguished members, partners, the Board, and the ULS Leadership, we have laid the structural, governance, and operational foundations necessary for a sustainable institution.

The milestones achieved this year—however modest—are a testament to what is possible when a professional community invests in its own welfare. At the same time, the challenges we have encountered offer valuable lessons that will strengthen our systems, sharpen our priorities, and guide our long-term strategic direction.

The Board remains fully committed to expanding our healthcare support, deepening benevolent interventions, and ensuring that the ULS-HBF grows into a trusted pillar of security for every lawyer, both in active practice and in retirement. We enter the coming year with renewed resolve to engage more robustly with members, enhance transparency, and continue stewarding the ULS-HBF's resources with prudence, integrity, and compassion.

On behalf of the Board and management, we once again extend appreciation to all who have supported and believed in the vision of the ULS-HBF. Together, we will continue building a future where no lawyer faces health or welfare challenges alone.

Our Partners:

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