Mapping the Capacity and Assessing the Readiness of LASPs to Undertake Results-based Monitoring and Evaluation

A report to inform the development of baseline data and indicator tracking tools

2013

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Executive Summary

There are 53 districts in which the LASPs have their presence. These LASPs are less than the number of Magistrate courts across the country but present in areas where the Magistrate courts are located. And, just like the LASPs, the magistrate courts are more concentrated in Kampala than any other district in the country. These LASPs are concentrated in the central region especially in Kampala district than any other district in Uganda; One striking fact is that most of the LASPs are urban based excluding the rural area yet poverty remains deep-rooted in the country's rural areas home to more than 85 per cent of Ugandans.

Legal aid services in Uganda are largely provided by Non-Governmental Organizations that are largely dependent on donor funding without any comprehensive policy backing from the Government. The Uganda Police Force takes lead in making referrals to the LASPs. This indicates that there is confidence by the Police in the work they provide the public. There is both human and financial resource gap in addressing the demand and supply side of legal aid service provision in the country. The ratio of workforce is not proportional to the number of clients seeking their service in their respective district of operation.

In relation to funding, organsiations with budgets ranging from 201-1,000 million, have various branches beyond their main office and this explains the big fund basket and vice versa. Nevertheless, these LASPs face a lot of financial and human resource constraints in addressing the legal aid service provision. On the other hand, the organizations operating below the fund basket of 201 million, have a mainly institutional capacity gaps issues such as strategy, management, institutional integrity, fiscal stability, and poor organizational structures

Over reliance of LASPs on the donor money affects the way the justice is dispensed and quality of legal aid services provided. It service delivery becomes more of output oriented and impact oriented; the latter has more sustainable aftermath than the former. Hence, to bridge this gap, there is need for lobbying of government commitment to actualize a national legal aid policy and a state funded legal aid service provision to all persons in pursuit for prosperity for all.

Although LASPs' organizational organogram provide for the position of M&E, less have a personnel recruited purposely to perform M&E and others do not have such positions even when such a personnel exists. There is no M&E policy, intern/ volunteers policy, finances are more managed than human resources and without a clear assets management policy, the assets can be easily abused at free will due to open usage. This implies that there is no adherence to the policy on time management.

The less appreciation of M&E as a core unit for a well functioning organisation has affected the way LASPs operate such as lacking specific tools or existing tools to analyse such data whether qualitative and quantitative, the existence of non-SMART indicators; this is mainly because the

position of M&E is donor and not institutional or organizational driven. Partly due to embrace M&E in their programs, there has been improved relations between the LASPs and the donors.

The findings indicate that 57.9% of the LASPs have the necessary M&E frameworks and systems and in assessing their readiness to build a sound M&E system, 75.4% were fully ready while 21.1% were partially ready.

ACRONYMS

BM   Board Members

BOD   Board of Directors

CBP   Community Based Paralegals

HRBA   Human Rights Based Approaches

JLOS   Justice Law and Order Sector

KPI   Key Performance Indicators

KRA   Key Result Areas

LASPNET   Legal Aid Service Providers Network

LASPs   Legal Aid Service Providers

M&E   Monitoring and Evaluation

NDP   National Development Plan

RBM   Result Based Management

SIP   Strategic Investment Plan

SP   Strategic Plan

SPSS   Statistical Package for Social Sciences

1.0   Introduction

1.1   Background of LASPNET

LASPNET is a national member-based NGO established in 2004 to provide strategic linkages and a collaboration framework for the Legal Aid Service Providers as well as maintain a common front to relevantly interface with various actors in the Justice, Law and Order Sector in Uganda.

It targets three critical aspects of coordination;

1. A collective role bringing together different legal aid service providers for solidarity in strategizing, sharing lessons and experiences, while minimizing duplication.
2. Capacitating them through collaborative research and analysis in order to link the international/regional developments on legal aid to national interventions.
3. Documenting, providing needed feedback, and amplifying voice on key issues regarding access to justice/legal aid at national level.

Mandate: To coordinate and harmonise/standardise legal aid services provided by the different service providers.

Vision: An effective and professional legal aid system that is accountable, sustainable and accessible.

Mission: To strengthen the network through utilising the synergies of its membership.

Customer value proposition:

LASPNET will build and strengthen the technical competencies of the members to deliver quality legal aid services to vulnerable people in Uganda

Core Values: Transparency, Accountability, Integrity, Cooperation, Team work and Quality

During the period 1995 to about 2000, various justice delivery institutions strengthened their performance in a number of areas ranging from legislation, policy interventions, institutional establishments, research, pilot initiatives, and programmatic interventions.

Similarly, civil society organisations (CSOs), engaged in interventions that targeted the users of the justice delivery agencies with major focus on human rights education, legal rights awareness, as well as legal aid. The Legal Aid Service Providers' Network in Uganda (LASPNET) was consequently envisaged in early 2001 as a means of involving the non-state actors in addressing the issues directly affecting the poor and their access to justice.

LASPNET was then registered and formalised its status in April 2004 so as to promote access to justice in close working relationship with the Justice, Law and Order Sector (JLOS). Current funding is mainly from the Democratic Governance Facility (DGF). Membership is open to non-

government organisations that provide legal aid services or involved in human rights work to improve access to justice for indigent and vulnerable persons in Uganda. The organisation must be registered by the Uganda Law Council to provide legal aid services and also committed to the objectives of the Network.

LASPNET coordinates or plays an oversight role in the provision of these services in ensuring that there is promotion of access to justice for the poor and marginalized persons. Therefore, it against this background that the project intends to strengthen the existing coordinating structures, monitoring and evaluation frameworks, policy reforms approaches, capacity building initiatives, and the various strategic mechanisms for setting of legal aid agenda as a Network in partnership with other like-minded actors.

1.2.0 The National policy and legal framework in which the Legal Aid Service Providers operate

Access to justice[1] is an inherent right for everyone regardless of sex, race, colour, ethnic origin, tribe, birth, creed or religion, social or economic standing, political opinion or disability. However, in reality, there is limited access to justice as many Ugandans cannot afford to hire the services of a private lawyer. Hence, legal aid services are premised on the fact that a significant proportion of the Ugandan population live in abject poverty and cannot afford a private lawyer.

According to Legal Aid Policy draft, legal aid involves the provision of free legal services to the poor and vulnerable, extending beyond representation and includes legal advice and assistance on both civil and criminal matters. Legal aid is regarded as central in providing access to justice by ensuring equality before the law, the right to counsel and the right to a fair trial. Legal aid therefore, is a right of every Ugandan citizen.

1.2.1. International framework

Legal Aid is a key ingredient of the right to a fair hearing as provided under Article 14 of the International Covenant on Civil and Political Rights, 1966. Legal aid services in Uganda are largely provided by Non-Governmental Organizations that are largely dependent on donor funding. Beside the International Covenant on Civil and Political Rights, there are several international instruments ratified by Uganda to provide a platform for the provision of legal aid

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[1] Justice is defined by the Black Laws dictionary as the fair and proper administration of Laws. In other definitions, it is regards as fairness, justness, fair play, fair-mindedness, equity, evenhandedness, impartiality, objectivity, neutrality, disinterestedness, honesty, righteousness, morals, morality....In our opinion, it is suffice to say all these are embodied in the laws, those who enforce or implement these laws and those who interpret the laws.

services in Uganda. These include: The African Charter on Human and Peoples Rights, 1981; The United Nation Standard Minimum Rules for the Treatment of Prisoners, 1955; and The United Nation Body of Principles for the Protection of all Persons under any form of Detention or Imprisonment, 1988.

1.2.2. National Framework

Uganda does not have an operative National Legal Aid policy although in an effort to promote access to justice, JLOS with various LASPs under their umbrella organisation, LASPNET, made an undertaking to develop a National Legal Aid Policy in 2008. This effort is in pursuit of the fulfilment of the provisions of Article 126 (2) of the Constitution which specifically provides that in adjudicating both civil and criminal cases, the courts shall, subject to the law, apply the following principles: justice shall be done to all irrespective of their social or economic status; justice shall not be delayed; adequate compensation shall be awarded to victims of wrongs; reconciliation between parties shall be promoted; and substantive justice shall be administered without undue regard to technicalities.

The provision of legal aid is regulated and provided for in the *1995 Constitution of the Republic of Uganda*, *The Advocates Act Cap. 267, The Poor Persons Defence Act Cap. 20*, *The Advocates (Legal Aid to Indigent Persons) Regulations, 2007* and *The Advocates (Pro Bono Services to Indigent Persons) Regulations, 2007*. Article 21 of the Constitution guarantees that all persons are equal before and under the law in all spheres of political, economic, social and cultural life and in every other respect and shall enjoy equal protection of the law. As per Article 28 (3) (e) of the Constitution, every person who is charged with a criminal offence shall in the case of an offence which carries a sentence of death or imprisonment for life, be entitled to legal representation at the expense of the State.

The Poor Persons Defence Act provides for the availing of legal aid to a prisoner in the preparation and conduct of his or her defence at trial where it is in the interest of justice and he or she does not have the means to obtain such aid. In addition, *The Advocates Act* as amended by the *Advocates (Amendment) Act no. 27 of 2002* gives the Uganda Law Council the power to exercise general supervision and control over the provision of legal aid and advice to indigent persons. The Act also provides for the establishment of mandatory pro bono services by all practicing advocates.

The Legal Aid Service Providers Network (LASPNET) was established to create a link among all legal aid service providers by providing a forum for networking ideas and promoting the legal aid sector agenda. This forum allows members to meet and jointly address key areas of concern in the provision of legal aid so that they can influence policy formulation, legal knowledge,

jurisprudence and advocacy on new laws. The activities of LASPNET are currently being funded by the Legal Aid Basket Fund of JLOS.

In a bid to improve access to legal aid by vulnerable persons in Uganda, the Law Council of Uganda enacted the pro bono regulations (SI 39 of 2009) pursuant to the Advocates Act, which requires all practicing lawyers to provide at least 40 hours of free services to indigent clients each year. The Uganda Law Society has taken up the challenge of making this requirement a reality through creation of its Pro Bono Scheme. The members of the legal profession in Uganda need to be mobilized and encouraged to provide pro bono legal support to vulnerable people so as to improve such individuals' capacity to access justice.

1.3   Purpose of the assignment

The assignment has three major goals:

1. To ascertain the existing coverage map in legal aid service provision across the country by area of thematic focus, geographical location, and type of establishment;

2. To assess the understanding of LASPNET and its beneficiaries of what institutional capacity they do or do not have, what resources they can draw on, and which challenges they face to initiate meaningful planning, monitoring, evaluation, and reporting frameworks;

3. To determine which reforms LASPNET and its beneficiaries might begin under auspices of one or more champions, and what demand (if any) exists for the use of M&E frameworks.

1.3.1   A Nationwide Service Provider Mapping

Stakeholder[2] mapping is a collaborative process of research, debate, and discussion that draws from multiple perspectives to determine a key list of stakeholders across the entire stakeholder spectrum.[3] Mapping is an important step to understanding who LASPNET key service providers are, what they do or what kind of services they provide, what their area of specialty is, how they do it, where they are located, how many are in a given locality; their capacity to provide the services and what they are looking for in relationship to LASPNET vision and mission. It is hoped that it will help identify LASPs, their specialty and help create synergies for purposes of maximizing impact within the communities they serve.

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[2] In this context, the service providers will be regarded as stakeholders of LASPNET; impliedly, the membership of LASPNET.

[3] http://www.bsr.org/reports/BSR_Stakeholder_Engagement_Stakeholder_Mapping.final.pdf

1.3.2 Service Providers' Readiness Assessment

The second component of this assignment is service providers' readiness assessment. A Readiness assessment is to analyse the preparedness of the conditions, attitudes and resources, at all levels needed for change to happen successfully. The importance of understanding where and whether there is readiness is critical for deciding about both the entry points and the means of intervention. The importance of a readiness assessment is to understand both the need for change and the capability to change and then provide the tools and processes (the means of intervention) to achieve a successful outcome.

Objectives of the readiness assessment:

1. Identify capacity gaps in Planning, Monitoring, Evaluation and Reporting among the LASPs.
2. To inform the development of new capacity or create the conditions to enable existing capacity to be used.

Readiness assessment is important for two reasons: Firstly, if LASPNET embarks on a capacity development change initiative without assessing readiness, at best LASPNET risks wasting opportunities and resources, and at worst LASPNET risks doing damage to existing capacity.

Secondly, the interrelatedness of all LASPs in a functioning system means that even though many may be ready, one small element could block capacity development initiatives from being effective. Change readiness does not have to be about the creation of new capacity but may be instead about the conditions for people to be able to use existing capacity. The lack of the right conditions often creates blocks to capacity creation, utilization and retention.

This readiness assessment will take place at two levels: the organization level and the individual level. LASPNET will need to assess different dimensions of readiness: attitudes, conditions and resources

This assignment will require engendering the planning, monitoring, and evaluation functions in the organisational capacity development actions by LASPNET so as to improve case management and reporting, shared learning and knowledge management; inform policy advocacy and lobbying as well as programme development and trends analysis.

2.0 Methodology

2.1 Methods of data collection

The team employed multi- research designs of both qualitative and quantitative methodology. The qualitative method involved carrying out in-depth interviews with respondents-smaller but focused samples- rather than big for purposes of understanding from the respondent's perspective. A number of methods were used to gather and process the required information in this study.

Review of existing literature: As already highlighted, the team solicited and studied all the critical documents. The team also looked at documents from previous studies commissioned by the LASPNET on this subject as well as those relating to best practices from other LASPs under the assumption that this will help the team in appreciating on how different LASPs work.

Key informant Interviews: The team conducted individual interviews with selected respondents representing mainly the LASPs and other likeminded organizations in order to get the real issues. However, some minimal consultations with other key stakeholders involved in dispensing justice were also conducted. To ensure maximum consistence with survey objectives, the KIIs was guided by conversation checklists that was elaborated in the inception report. The use of the checklist was to guide the interviews without necessarily structuring them.

The team had proposed to use Focus Group Discussions (FGDs) as another method of data collection which mainly involves representative groups of selected respondents but this was deemed not necessary during the field mission.

Report feedback Meetings: Report feedback meetings with LASPs and other stakeholders was used as a tool for i) delivering project results; ii) crosschecking on the opinions /views on capacity gaps reflected in the draft report; iii) securing dialogue on all contentious issues raised; etc.

2.2 Methods of data analysis and data quality assurance

Qualitative data analysis: In-depth interview from key informants was transcribed after the field and respondents were listed and assigned codes before analyzing them for the report. On the other hand, (FGD) focus group discussion's data involved reviewing the statements made on each of the general and specific topics and determine if there is a consensus or disagreement on issues. The findings were arranged by topic.

Quantitative data analysis: The questionnaires were numbered and sorted first before performing quality control checks on the data. This involved looking at sheets for any incompleteness and

inconsistency so that they such may be excluded. The data was then entered using Epi-data and exported to Statistical Package for Social Scientists (SPSS) and analyzed using the Statistical Package for Social Scientists.

2.3   Sample and Sampling Techniques

2.3.1   Scope/Area of the study

The main reason for samples is to avoid high costs. The sample size has the categories mentioned in the study population and comprises of respondents from all the regions of Uganda namely the Central, Eastern, Western and Northern. This sample size was determined in collaboration with the LASPNET. This study covered a relatively representative sample size from the 41 membership of LASPNET.

On further consultation with the LASPNET, a list from the validation Report was shared with the team which ranked various LASPs capacities using the parameter of Low < 60%, Medium > 60% but < 70% and High >70%.

Basing on these rankings, LASPs that were under the category of Low < 60% and Medium > 60% but < 70% were automatically selected to feature in the sample and the LASPs that were in the category of High >70% were randomly selected. The team selected 27 LASPs (66% of the LASPs were selected).

2.3.2   Study Population

The population comprised of those occupying leadership positions such as Board members of selected LASPs, Management team; staff members; Community members; Government (e.g. public authorities, and local policy makers; regulators; and opinion leaders) and Civil society organizations or Legal Aid Service Providers (e.g. NGOs, faith-based organizations, and labor unions).

3.0 Findings

3.1 A Nationwide Legal Aid Service Providers Mapping

3.1.1 Introduction

Stakeholder[4] mapping is a collaborative process of research, debate, and discussion that draws from multiple perspectives to determine a key list of stakeholders across the entire stakeholder spectrum.[5] Mapping is an important step to understanding who the key service providers are, what they do or what kind of services they provide, what their area of specialty is, how they do it, where they are located, how many are in a given locality; their capacity to provide the services and what they are looking for in relationship to LASPNET vision and mission. It is hoped that it will help minimize duplicity of services and help create synergies for purposes of maximizing impact in the provision of legal aid services.

3.1.2 Background of the assignment

The current estimated population of Uganda is 35 million. Uganda has a very young population, with a median age of 15 years[6]. Uganda has the second highest total fertility rate in the world, at 6.65 children born/woman (2012 estimates)[7]. Uganda is one of the poorest nations in the world, with 37.7% of the population living on less than $1.25 a day[8]. Despite making enormous progress in reducing the countrywide poverty incidence from 56% of the population in 1992 to 31% in 2005[9], poverty remains deep-rooted in the country's rural areas where more than 85 per cent of Ugandans reside.

[10]The administration of Justice, Law and Order is an instrument for realizing growth and socio-economic development. An effective legal environment facilitates individual and national productivity, mitigates social inequity and political instability, and improves the country's competitiveness index position. The Justice, Law and Order Sector (JLOS) is pursuing a vision of "Justice for All" designed around a six-point agenda. This includes: i) promotion of the rule of law and due process; ii) fostering a human rights culture across JLOS institutions; iii) enhancing access to "Justice for All" especially the poor and the marginalized groups; iv) reducing the incidence of crime, and promoting safety of persons and security of property; v) enhancing JLOS

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[4] In this context, the service providers will be regarded as stakeholders of LASPNET; impliedly, the membership of LASPNET.

[5] http://www.bsr.org/reports/BSR_Stakeholder_Engagement_Stakeholder_Mapping.final.pdf

[6] Central Intelligence Agency: The World Facts Book: Uganda , 2009

[7] Ibid

[8] The World Bank: Poverty headcount ratio (% of population). Data are based on primary household survey data obtained from government statistical agencies.

[9] International Fund for Agricultural Development; 2012, Enabling Poor People to overcome Poverty in Uganda.

[10] The National Development Plan 2010/11- 2014/15 page 290

contribution to economic development; and vi) building institutional capacity to enhance service delivery.

The Justice Law and Order Sector is composed of Ministry of Justice and Constitutional Affairs (MoJCA); the Judiciary; Centre for Arbitration and Dispute Resolution (CADER); Directorate of Citizenship and Immigration Control (DCIC); Directorate of Public Prosecutions (DPP); Judicial Service Commission (JSC); Law Development Centre (LDC); Ministry of Gender, Labor and Social Development(MoGLSD)-Juvenile Justice ; Ministry of Internal Affairs(MIA); Ministry of Local Government(Local Council Courts); Tax Appeals Tribunal (TAT); Uganda Human Rights Commission (UHRC); Uganda Law Reform Commission (ULRC); Uganda Law Society (ULS); Uganda Police Force (UPF); Uganda Prison Service (UPS) and Uganda Registration Services Bureau (URSB).

The Judiciary is an independent organ of government entrusted to administer justice through courts of judicature including the Supreme Court, the Court of Appeal, the High Court and other courts or tribunals established by Parliament. Subordinate Courts include Magistrates Courts,1 Local Council Courts,2 Qadhis' courts for marriage, divorce, inheritance of property and guardianship, and tribunals such as those established under the Land Act (Cap 227), Communications Act (Cap 106) and Electricity Act (Cap 145).

Under the Third JLOS Strategic Investment Plan, at the end of the SIP III in 2016/17; the Sector will deliver to all people in Uganda the following three results:

1. A Legislative, policy and regulatory framework conducive to JLOS operations; promoting rule of law and human rights and enabling national development;
2. More people, particularly the poor and vulnerable groups, will have better access to justice, and live in a safer and secure environment:
3. JLOS institutions that are more responsive to human rights, and are more accountable to service users and the public.

Among others, one of the primary focus of JLOS is to institutionalize the provision of legal aid services across the country.

Therefore, the Uganda Vision 2040 recognizes the protection of human rights and the rule of law. The Justice, Law and Order Sector (JLOS) is positioned as a priority sector in the Ugandan economy featuring prominently among the sectors enabling growth, employment and prosperity under the National Development Plan (NDP) 2010-11- 2014/15. The overall goal of JLOS – the pursuit of the Rule of Law is the centre piece and mainstay of the government in pursuit of its vision of Prosperity for All.

Legal Aid Service Providers distribution in Uganda is too vital in the achievement of the vision of Prosperity for All as observed [11]under Output 2.9: Legal Aid Policy and Law Implemented, the JLOS intends to build on its work under SIP II to ensure a functional legal aid system that integrates the statutory criminal poor person defence system; standards for legal aid provision and complements the pro-bono scheme; and low cost models of legal aid.

Table showing the distribution of High Courts and Magistrates Courts in Uganda

Distict	High court	Magistrate Court
APAC		1. Apac Court
ARUA	1. Arua High Court	2. Arua Court
BUBULO		3. Bubulo Court
BUDAKA		4. Budaka
BUDUDA		5. Bududa Court
BUGANDA ROAD		6. Buganda Road Court
BUGIRI		7. Bugiri Court
BUKEDEA		8. Bukedea Court
BUKWA		9. Bukwa Court
BULISA		10. Bulisa Court
BUNDIBUGYO		11. Bundibugyo Court
BUSEMBATIA		12. Busembatia Court
BUSHENYI		13. Bushenyi Court
BUSIA		14. Busia Court
BUTALEJA/MALABA		15. Butaleja Court
BUTITI		16. Butiti Court
BUWAMA		17. Buwama Court
BWERA		18. Bwera Court
CITY HALL		19. City Hall Court
ENTEBBE		20. Entebbe Court
FORT-PORTAL	2. Fort Portal High Court	21. Fort Portal Court
GULU	3. Gulu High Court	22. Gulu Court
HOIMA		23. Hoima Court
IBANDA		24. Ibanda Court
IGANGA		25. Iganga Court
ISINGIRO		26. Isingiro Court
JINJA	4. Jinja High Court	27. Jinja Court
KABALE	5. Kabale High Court	28. Kabale Court
KABERAMAIDO		29. Kaberamaido Court
KALANGALA		30. Kalangala Court

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[11] JLOS SIP IIII 2012/13- 2016/17

KALIRO		31. Kaliro Court
KALISIZO		32. Kalisizo Court
KAMPALA	6. Kampala High Court	
KAMULI		33. Kamuli Court
KAMWENGE		34. Kamwenge Court
KANUNGU		35. Kanungu Court
KAPCHORWA		36. Kapchorwa Court
KASANGATI		37. Kasangati Court
KASESE		38. Kasese Court
KATAKWI		39. Katakwi Court
KAYUNGA		40. Kayunga Court
KIBAALE/KAGADI		41. Kibaale Court
KIBOGA		42. Kiboga Court
KIGUMBA		43. Kigumba Court
KIRUHURA		44. Kiruhura Court
KISORO		45. Kisoro Court
KITGUM		46. Kitgum Court
KOTIDO/ABIM		47. Kotido Court
KUMI		48. Kumi Court
KYENJOJO		49. Kyenjojo Court
LIRA	7. Lira High Court	50. Lira Court
LUGAZI		51. Lugazi Court
LUWERO		52. Luwero Court
LYANTONDE		53. Lyantonde Court
MAKINDYE		54. Makindye Court
MASAKA	8. Masaka High Court	55. Masaka Court
MASINDI	9. Masindi High Court	56. Masindi Court
MAYUGE		57. Mayuge Court
MBALE	10. Mbale High Court	58. Mbale Court
MBARARA	11. Mbarara High Court	59. Mbarara Court
MENGO		60. Mengo Court
MITYANA		61. Mityana Court
MOROTO/NAKAPIRIPIRIT		62. Moroto Court
MOYO		63. Moyo Court
MPIGI		64. Mpigi Court
MUBENDE		65. Mubende Court
MUKONO		66. Mukono Court
MWANGA II		67. Mwanga II Court
NABWERU		68. Nabweru Court
NAKASONGOLA		69. Nakasongola Court
NAKAWA	12. Nakawa High Court	70. Nakawa Court

NEBBI		71. Nebbi Court
NGORA		72. Ngora Court
NJERU		73. Njeru Court
NTUNGAMO		74. Ntungamo Court
PADER		75. Pader Court
PALLISA		76. Pallisa Court
RUKUNGIRI		77. Rukungiri Court
SEMBABULE		78. Sembabule Court
SIRONKO		79. Sironko Court
SOROTI	13. Soroti High Court	80. Soroti Court
TORORO		81. Tororo Court
WAKISO		82. Wakiso Court

The above table shows that there are 13 High Courts and 82 Magistrate Courts across the country where legal aid services can be administered.

Figure 1: Map showing the geographical location and distribution of LASPs in Uganda
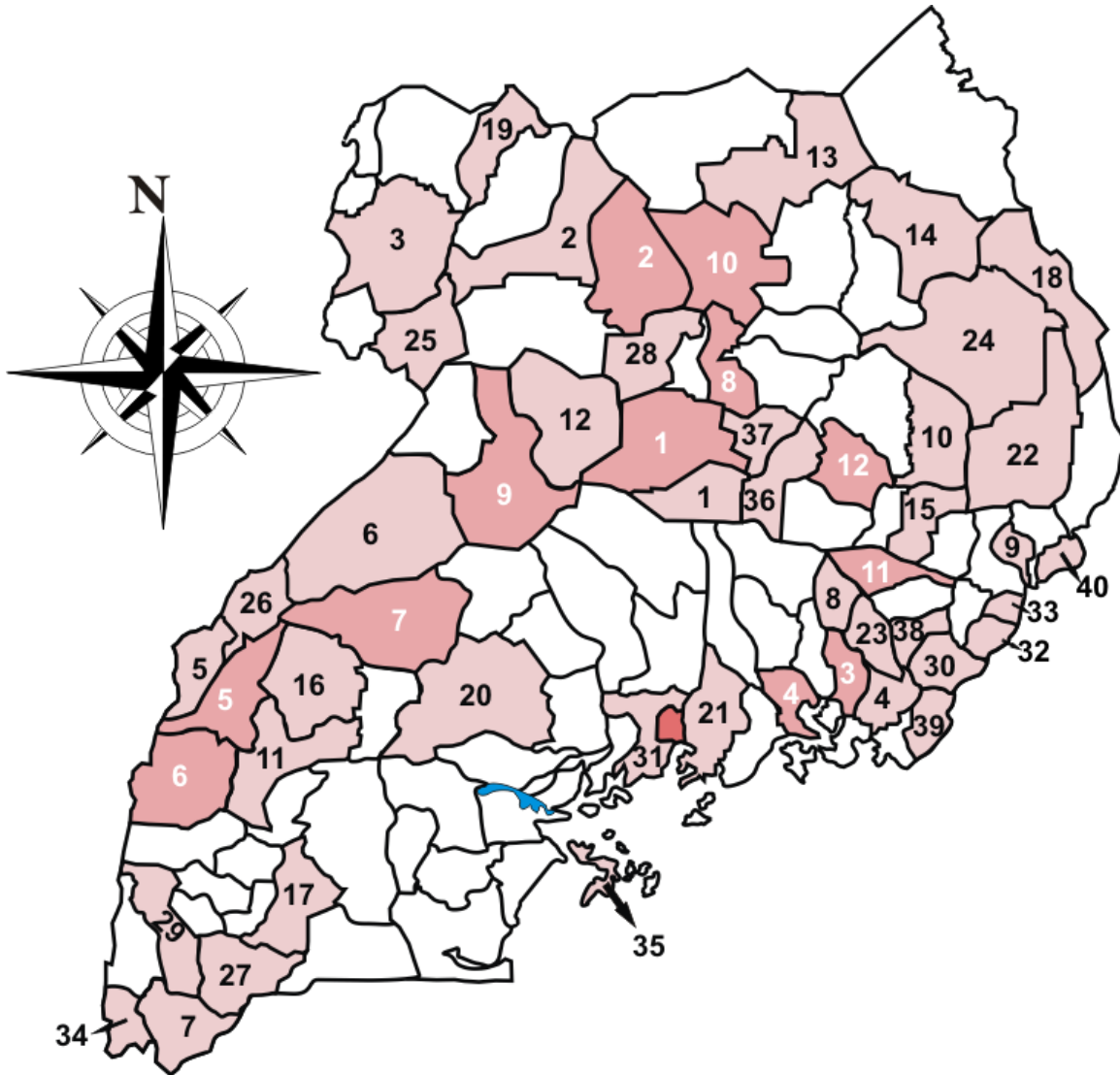
Source: Primary, Dec, 2013 (Map extracted from Wikipedia)

Map key[12]

■ (dark)	**Highly Concentrated**
■ (medium)	**Moderately Concentrated**
■ (light)	**Less Concentrated**

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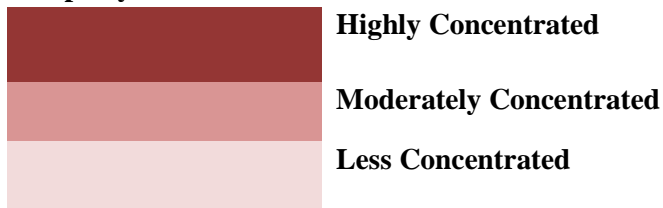
[12] Highly concentration is where a district has more than ten (10) legally operating LASPs. Moderately concentration is where a district has at least five (5) legally operating LASPs and less concentration is where a district has less than five (5) legally operating LASPs.

Highly Concentrated:
Kampala

Moderately Concentrated:
1. Apac, **2.** Gulu, **3.** Iganga, **4**. Jinja, **5.** Kabarole, **6**. Kasese, **7.** Kibale, **8.** Lira, **9.** Masindi,
10. Pader, **11.** Pallisa and **12.** Soroti

Less Concentrated :
1. Amolatar, **2**. Amuru, **3.** Arua, **4.** Bugiri, **5.**Bundibugjo, **6.** Hoima, **7.** Kabale, **8.** Kaliro,
9. Kapchorwa, **10.** Katakwi, **11.** Kamwenge, **12**. Kiryandongo, **13.** Kitgum, **14.** Kotido,
15. Kumi, **16**. Kyenjojo, **17.** Mbarara, **18.** Moroto, **19**. Moyo, **20.** Mubende,
21. Mukono, **22.** Nakapiripirit, **23.** Namutumba, **24.** Napak, **25.** Nebbi, **26.** Ntorok,
27. Ntungamo, **28**. Oyam, **29.** Rukungiri, **30.** Tororo, **31.** Wakiso, **32.** Manafwa, **33.** Bududa,
34. Kisoro, **35.** Kalangala, **36.** Kaberamaido, **37.** Dokolo, **38.** Butaleja, **39.** Busia and **40.** Bukwa

The above map of Uganda shows that there are 53 districts in which the LASPs have their presence. These LASPs are less the number of Magistrate courts across the country but present in areas where the Magistrate courts are located. And, just like the LASPs, the magistrate courts are more concentrated in Kampala than any other district in the country.

The organizations in this survey operate under different themes of Land Justice, Juvenile Justice, Gender Justice, Transitional Justice, Social Justice, Pretrial Justice and Traditional Justice.

In this assignment, the following organizations have field offices or branches in selected districts in the country:

1. Justice Centres Uganda
2. Advocates for Public International Law Uganda (APILU)
3. Action for Poverty Reduction & Livestock Modernisation in Karamoja – ARELIMOK
4. Association of Human Rights Organisations
5. Association of Women lawyers in Uganda- FIDA
6. Facilitator for peace and Development
7. Foundation for Human Rights Initiative
8. Land and Equity Movement In Uganda
9. LDC Legal Aid Clinic
10. Legal Aid Project of The Uganda Law Society
11. Platform for Labour Action

12. Refugee Law Project
13. The Uganda Network on Law, Ethics & HIV/ AIDS
14. Uganda Christian Lawyers Fraternity
15. Uganda Land Alliance
16. Uganda Supreme Muslim Council
17. War Child- CANADA
18. World Voice Uganda

These LASPs are concentrated in the central region especially in Kampala district than any other district in Uganda; 70% of them have their headquarters in Kampala and 30% of the LASPs have their main offices situated in different districts other than Kampala; and 60% of the LASPs have branches outside Kampala district besides having their head offices in Kampala. One striking fact is that most of the LASPs are urban based excluding the rural area yet poverty remains deep-rooted in the country's rural areas home to more than 85 per cent of Ugandans.

Populations in the hard-to-reach areas cannot easily access the legal aid services, save for the courts of law that are more accessible to them than the LASPs. This accessibility gap can be bridged by creating a strong working relationship between the LASPs as *Access to justice actors* and JLOS actors.

Statistics from the Pro Bono Scheme of Uganda Law Society, a JLOS actor, indicates that whereas there is an increment in the number of advocates as members of ULS from 1434 in 2012 to 1850 by the end of 2013, the presence of advocates practicing in some districts in Uganda such as Bududa, Dokolo, Bugiri, Namutumba, Kibaale, Nakapiripiriti, Koboko, Kotido, Kalangala, Abim, Ngora, Maracha, Kiryandongo and Nakaseke are too negligible to serve the poor and marginalized in these districts; also, whereas, there is some kind of facilitation for advocates to represent the clients from such far areas, this facilitation is a "drop in the ocean" seen as an impediment in motivating the advocates.

3.2   Receiving referrals from other organizations or institutions

In assessing referrals received, 95% of the LASPs receive referrals from other organizations or institutions while 5% don't receive any referrals. The 5% are not visible in the community they work in; either due to little confidence in their work or are engaged in making the referrals rather than handling clients; and, they are more involved in other activities such as advocacy, research and policy than legal advice, counseling and representation.

The 95% referrals received from other LASPs are divided in the categories of CSOs, government, public and private:

CSO (49 were mentioned as referees): Acholi Ker-Kwaro-ALPI; War Child Holland; Action Aid International; War Child-Canada; Another Hope; AMKAN, Legal Aid Project of The Uganda Law Society; Foundation for Human Rights Initiatives, FIDA Uganda; LASPNET; Africa Youth Initiative Network; Uganda Land Alliance; UGANET; Human Rights Network-Uganda; Platform for Labour Action; Information and Justice Centre; Radios; Hope for Women; Soul community; Nile Vocational Institute for Social Service; Teso Anticorruption Coalition; HURIPO; AMKAN; I.J.A; International Organisation for Migration; Kabale Civil Society Network; Refugee Law Project; OXFAM; Land and Equity Movement in Uganda; RIDE Africa; KRC- Kabarole Research Center; Good Hope Foundation; Parents Concern for Young People; KANNA Foundation; RWEKO-Rwenzori; Kind Uganda; Literacy& Empowerment; Faith organisation; TESO Anti Corruption Coalition; Public Affairs Center of Uganda (PAC) Soroti; UNHCR; UWONET; URUDET; Moslem Center of Justice; War Child- Holland; KER Kwaro Acholi; Victims' Voice-VIVO ; United Nation Commission for Human Rights and YOKADA-North Association.

Government (18 offices): Justice Center; Police; Uganda Human Rights Commission; Office of the Prime Minister; Judiciary; Parliament; Probation and Social Welfare Offices; government health service providers; schools; Local Council Courts; Labor Office; Resident District Commissioner; Ministry of Lands; Administrator General Offices and remand homes.

Private: Private health service providers, cultural or traditional leaders, schools and media.

In all the referrals received, the Uganda Police Force takes lead in making referrals to the LASPs. This indicates that there is confidence by the Police in the work they provide the public. Also, besides Police, there are other enabling sectors such as Parliament, Judiciary and the executive; this is a good indicator of confidence and appreciation of the work that LASPs provides to the public.

3.3   Making referrals to other organizations or institutions

In assessing referrals made, 93% make referrals to other organizations or institutions while 7% don't. These referrals are made by LASPs recommending clients to seek specific services from other LASPs. These referrals are made by following types of organizations or institutions:

Government: Police; Probation Office and Uganda Human Rights Commission.

CSOs (33 organisations): Action Against Domestic Violence; MIFUMI Uganda; Avocats Sans Frontières (ASF); Anti Corruption Coalition Network; Center for Muslim Justice and Law; FIDA- Uganda; MIFUMI; The United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA); Uganda Land Alliance; Uganda Women Network; The Uganda Network on

Law, Ethics and HIV/AIDS- UGANET; Human Rights Center Uganda; Refugee Law Project; Plaform for Labor Action-PLA, Human Rights Network- Uganda; Justice centers; Justice Centers for Legal Aid; Defence for children International; Justice for Children; FHRI; Legal Aid Project of The Uganda Law Society; Legal Aid Clinic of LDC; Association of Human Rights Organisations; Land and Equity Movement in Uganda; Platform for Labour, Public Interest Law Clinic- PILAC; Justice Centers; PLAN- Uganda; International Justice Mission; Hope for The Hopeless; War Child- Canada; Uganda Girls guide Association; Center for Domestic Violence Prevention - CEDOVIP; Action AID and Required Initiatives for Daughter's Access- RIDA.

The LASPs surveyed have a workforce of 697 staff members[13] (without restricting the definition of staff to lawyers); the ratio of workforce is not proportional to the number of clients seeking their service in their respective district of operation. Therefore, there is both human and financial resource gap in addressing the demand and supply side of legal aid service provision in the country. The LASPs are overwhelmed by these large numbers of clients seeking for their services in relation to their resources i.e. funds, human and assets.

Figure 3: The budget size of LASPNET member organizations across regions
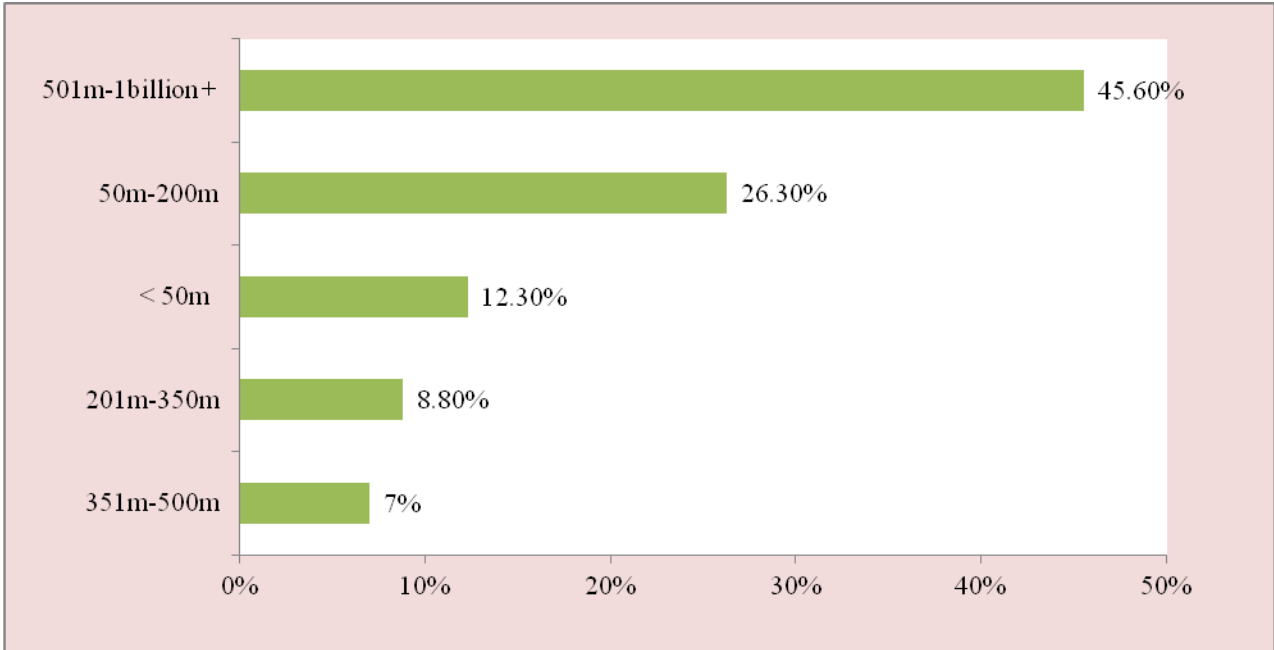
Source: Primary, Dec, 2013

The figure above indicates that most organizations 45.6% have projects with fund with worth over half a billion, 26.3% had between 50 million to 200 million funded projects, 12.3% had less

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[13] In regard to Legal Aid Service Provision, one main concern in this assignment to be considered is that it is only a reserve for legal minds but it is rather a multi-disciplinary approach in Legal Aid Service Provision.

than 50 million funded projects running, 8.8% had project funds ranging from 201 million to 350 million and 7% are running project with a fund basket ranging from 351 million to 500 million. What is common is that the organsiations with budgets ranging from 201-1,000 million, have various branches beyond their main office and this explains the big fund basket and vice versa. Nevertheless, these LASPs face a lot of financial and human resource constraints in addressing the legal aid service provision.

On the other hand, the organizations operating below the fund basket of 201 million, have a mainly institutional capacity gaps issues such as strategy, management, institutional integrity, fiscal stability, and poor organizational structures.

One should note that of those interviewed, 63.2% of the LASPs are not aware of other LASPs providing the same services but not legally registered while 5.3% were aware of such organizations. These include the Center for Land rights in Soroti, Clan systems found across the country, Council of Elders (Tooro Elders Association) and Local Councils Courts that have not had elections at the grassroots especially LC I (village) and LC II (parish), the LC I and II are not representative of the will of the masses. Though Local Courts are established by law under Local Council Act, s.3, their composition is illegal since there has not been elections at both village and parish level since 2001. This has had the effect on public confidence in the system and yet they are first "courts" where the poor seek legal intervention. Besides that, there is clear conflict and latent competition between the LASPs and the informal legal aid service providers that take the form of cultural institutions sometimes powerful and more influential within their communities and at times their interventions contravene with the acceptable practice of Legal aid service provision across the country. It then becomes a scenario of the law versus the customs, of which some are repugnant to natural justice.

The striking fact is that Legal aid services in Uganda are largely provided by Non-Governmental Organizations that are largely dependent on donor funding without any comprehensive policy backing from the Government.

Although, the activities of legal aid service providers are vetted and supervised by the Legal Aid Sub-committee of the Law Council under the Ministry of Justice and Constitutional Affairs, there is a general lack of an effective supervisory mechanism for the provision of these services throughout the country. The Law Council faces the challenge of human and financial resource constraints in performing their supervisory function as provided for in Advocates Act Chap 267, s. 3 (e), the Law Council, shall exercise general supervision and control over the provision of legal aid and advice to indigent persons. In the course of executing their supervisory and control function, issues of unregistered LASPs, substandard services such as legally erroneous advices, opting for court intervention yet the matter could be settled by mediation or ADR and "normadic" operation of some LASPs.

General observation:

There are more poor people in the rural areas than in the urban areas. Statistics from the Pro Bono Scheme[14] a sister project of the Legal Aid Project of Uganda Law Society indicates that there a few, if not, advocates in hard to reach district rendering access to legal aid service a luxury; the constraint by the distance between the LASPs and the rural community is a grave factor.

Evidently, the outreach of a given legal aid project of a specific organisation is determined by the approved budgets by the funding partner- donors. However, there is a funding gap as a result of over stretched budgets due to the high demand for the legal aid services. Additionally, with the limited opportunities for funds that have a direct implication on the coverage of LASPs, it is imperative that LASPs under LASPNET invents a mechanism of developing a work frame or platform where the government lawyers i.e. State Attorneys and State Prosecutors in helping the public to address their legal problems and complexities.

Due to problems the judiciary faces such as case backlog among others, emphasis on the use of Alternative Dispute Resolution as means of intervention in the legal issues raised or faced by the public could be help minimize the baggage and also the community or public sensitization on their basic rights.

Though the Local Council Courts (I and II) are legally established by the Local Council Act, their composition is illegal; those occupying the positions have "overstayed their mandate". This has had an enormous effect on the way they administer justice especially the land related case; they have become conduits of corrupt dealings and for the poor people who are too attached to their only source of livelihood, the land, their pursuit for justice is frustrated in the lowest level. Hence, there is need to push for the elections and the proper composition of the Local Council Courts for proper dispensing of legal aid to the poor.

Over reliance of LASPs on the donor money affects the way the justice is dispensed and quality of legal aid services provided. It service delivery becomes more of output oriented and impact oriented; the latter has more sustainable aftermath than the former. Hence, to bridge this gap, there is need for lobbying of government commitment to actualize a national legal aid policy and a state funded legal aid service provision to all persons in pursuit for prosperity for all.

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[14] The Pro Bono Scheme of Uganda Law Society applies only to Advocates; all advocates in Uganda must be members of Uganda Law Society. Therefore, Uganda Law Society is better positioned to know the location of practicing lawyers in Uganda.

4.0 Service Providers' M&E Assessment and Organizational Capacity

4.1 Introduction

According to Mwiya (2009)[15], organisational capacity can be seen as a function of many different factors that exist within an organisation. Individual capabilities, ways of organising, cultural norms and physical assets all combine to enable an organisation to work towards its mission. It refers to the ability of the organisation to effectively manage its programmes to achieve the stated goals and objectives with minimum external assistance.

A Readiness assessment is to analyse the preparedness of the conditions, attitudes and resources, at all levels needed for change to happen successfully. The importance of understanding where and whether there is readiness is critical for deciding about both the entry points and the means of intervention. The importance of a readiness assessment is to understand both the need for change and the capability to change and then provide the tools and processes (the means of intervention) to achieve a successful outcome.

Readiness assessment is important for two reasons:

1. Firstly, if LASPNET is to embarks on a capacity development change initiative without assessing readiness, at best LASPNET risk wasting opportunities and resources, and at worst LASPNET risk doing damage to existing capacity.

2. Secondly, the interrelatedness of all LASPs in a functioning system means that even though many may be ready, perhaps one small element could block capacity development initiatives from being effective. Change readiness does not have to be about the creation of new capacity but may be instead about the conditions for people to be able to use existing capacity. The lack of the right conditions often creates blocks to capacity creation, utilization and retention.

This readiness assessment took place at two levels: the organization level and the individual level. The assessment took different dimensions of readiness: attitudes, conditions and resources.

Under this section, the organisational capacity assessment is hinged on the way monitoring and evaluation is conducted by various LASPs to ensure results at all levels of management and by all persons working in the LASPs.

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[15] Mundia Mwiya (2009), Organisational capacity assessment; An introduction to a tool: Kepa's working papers 26, 2009

Assessing current organizational capacity with respect to:

	Strongly agree	Agree	Disagree	Strongly disagree	I Don't Know / NA	Didn't answer
a. Does your organization have the technical skills in conducting a Result Based M&E?	31.6%	42.1%	19.3%	5.3%	0%	0%
b. Does your organization have the managerial skills in conducting a Result Based M&E?	38.6%	45.6%	12.3%	1.8%	0%	0%
c. Does your organization have the existing data systems and their quality in conducting a Result Based M&E?	15.8%	45.6%	28.1%	3.5%	5.3%	1.8%
d. Does your organization have the technology available for conducting a Result Based M&E?	29.8%	35.1%	26.3%	3.5%	3.5%	1.8%
e. Does your organization have the fiscal resources available for conducting a Result Based M&E?	21.1%	45.6%	24.6%	5.3%	1.8%	1.8%
f. Does your organization have the institutional experience for conducting a Result Based M&E?	26.3%	40.4%	21.1%	8.8%	1.8%	1.8%

Source: Primary, Dec, 2013

From the above table, the following concerns were noted:

a) That 24.6% of the organizations lack the technical skills in conducting a Result Based M&E. These technical skills include the capacity in planning information needs, designing data collection, executing studies and surveys, analyzing the data, and reporting results in a format that is relevant to LASPs.

b) That 29.9% of the organizations lack the managerial skills in conducting a Result Based M&E. This indicates that there is need to build capacity in leadership, records and data management, team building skills, change management, delegation, conflict

management, communication and presentation, planning, decision making and problem solving.

c) That 31.6% of the organizations lack the existing data systems and their quality in conducting a Result Based M&E. The data systems include the pre-interventions data collection and analysis, mid-term intervention data collection and analysis and post-intervention data collection and analysis, records and data management. In an effort to ensure data quality, there is need for accuracy, precision, reliability, completeness, confidentiality, timeliness and integrity.

d) That 29.8% of the organizations lack the technology available for conducting a Result Based M&E. The technology in this case will refer to the software and hardware. The software can include the SPSS, EPI-DATA, EPI-INFO, Personal Digital Assistant, and videography. The hardware includes the computers, laptops and cameras.

e) That 29.9% the organizations lack the fiscal resources available for conducting a Result Based M&E. This literary means that the organizations do not have finances although there can be other venues for resources such as using of volunteers, using the services of M&E consultants who will not require a salary, building capacity of available staff on Result Based M&E and part-time M&E specialists in a bid to minimize resources.

f) That 29.9% of the organization lack the institutional experience for conducting a Result Based M&E. This translates into the lack of human resources, organizational structures, financial stability, institutional policies and values such as accountability, transparency etc.

4.2 Proposed/ existing reforms to which a Results-Based M&E initiative might be linked

Though 56.1% are organization initiated, 26.3% are donor initiated while 8.8% are LASPNET initiated. Of the LASPs interviewed, most feel that LASPNET has not initiated, let alone, proposed any reforms to which a results-based M&E initiative might be linked to their organization performance.

Organization initiated	What proposed/existing reforms underway or planned to which a result Based M&E
56.1% **Yes** 42.1% **No** 1.8% **Didn't answer**	• Result based M&E training, Gender and mainstreaming training, Budget monitoring • Conducting quarterly visits to the field, conducting quarterly M&E field Visits • Creating a Database for Capturing information, sensitization & train all leaders • Establish new M&E system, developing M&E Checklist • Documenting work, putting in place a documentation and advocacy office • Employee an M&E for effective reporting rather than getting an external consultant • Establishment of a M&E team, use of harmonized work plan, annual tools use • Having a full time M&E, Build capacity of staff, Design and implement MIS • HR policies, Documentation, Data collection or analysis • Incorporating M&E in all the program activities • Inviting outside to monitoring or the organization's performance and use volunteers • Planning to have M&E permanent person, quarterly review to monitor work at district • Recruitment of M&E personnel, Organizational policy on M&E being developed • Sport messages translated in local languages, talk shows on radio, Advocacy, • To establish a new M& E framework, to make frequent M&E field visits • To integrate international laws with domestic laws and have these integrated M&E
LASPNET initiated 8.8% **Yes** 89.5%**No** 1.8% **Didn't answer**	• Developing an M&E Database • Having institutional capacity building, registering as a LASP • Result based M&E, Gender mainstreaming and budget monitoring training,
Donor initiated 26.3% **Yes**	• Establishing on operational M&E system • Organise training, workshops for the staff members in regard to M&E • Periodic report writing, monthly reports on accomplishments • Proposed development of a standard M&E tool

71.9% **No**	• Provision of funding for capacity building , avail funds for the personnel
	• Timely, daily and monthly reporting of the results against the budget
1.8% **Didn't answer**	• Timely activity reports, monthly reports, quarterly reporting, annual reporting

4.3   Results-based M&E information usage and performance assessment

"Failing to plan is planning to fail"- Alan Lakein, the popular author on time management.

A strategic plan is a roadmap to success. Strategic planning can provide an overall strategic direction to the management of the organization and gives a specific direction to areas like financial strategy, marketing strategy, organizational development strategy and human resources strategy, to achieve success.

The findings show that though 96.5% have strategic plans, 19.3% have never reviewed them, 78.9 % have had their strategic plans reviewed and 3.5% lack strategic plans. It is evident that 3.5% of the LASPs do not have a roadmap to succeed and 19.3% do not revisit or review their strategy in achieving their success.

A given roadmap has milestones or performance indicators to assess success; therefore, for any given organization, there must be well curved Key Result Areas (KRAs) against which success is measured. The findings show that 14% routinely assess their performance on a monthly basis, 47.4% on quarterly basis and 29.8% assess their SP on an annual basis. What needs to be noted is that the context (i.e. legal, political, technology, social and economic) under which organization operates is to fluid hence it keeps changing. And, since there is no specific personnel whose Key Result Area (KRA) is to assess the organizational performance in relation to the Strategic Plan. This is explained by the 14% of the LASPs who didn't know their respective Key Performance Indicators and had no idea on how the assessment is to be done. There is need to hire Management consultants to develop and review organizations' Strategic Plans in line with their visions and missions.

LASPNET plays a coordination role among her members and this requires that there are forums for sharing information. These forums are known to only 50.9% of the LASPs while these forums are either unknown to 33.3 percent or known but never participated in to 15.8 of the members. Additionally, of the 47.3% known to participate in these forum , share information that includes among others: the referral pathways and new members into LASPNET, identification of advocacy areas for concerted efforts i.e. policies or legislations, progress success stories on the work they do, the achievements, challenges in relation to the policies, legislation, and curving the way forward.

These forums share information with significant stakeholders who utilize it such as the Civil Society Organizations, staff members of various LASPs, management of various LASPs, BODs of various LASPs, JLOS, LASPNET members, Donor community, Local government, Parliament, media, and the general public. However, 40.4% of the LASPs could not tell when LASPs meet for such kind of forum, 10.5% didn't have a clue at all and 1.8% have never met in such forums. This is explainable by the factors such as poor channels of communication and information sharing between LASPNET and LASPs including absence of a synchronized work plan that details the forums, time, venue and attendants, and determining the agenda.

In measuring performance against set targets, the tools are too vital in tracking progress and these vary from organization to organization and levels. However, there should be some sort of uniformity such as the Strategic Plan, budgets, work plans, log frame, but also the staff appraisals to identify capacity gaps. What needs to be noted is that 86% of the LASPs have existing tools for assessing organizational performance while the rest 14% lack such tools. Based on the findings, there is need to recruit an M&E personnel whose, among other KRA, is to using a participatory approach to develop Key Performance Indicators, assess the organizational performance against well defined SMART Key Performance Indicators the Strategic Plan.

There is need to improve channels of communication and information flow between LASPNET and her members through which a synchronized work plan that details the forums, time, venue and attendants, and the agenda are shared.

There need for a presentation of a consolidated report on the performance of various members in the achievement of the VISION of the LASPNET. This will improve on the ways of forging a concerted effort in influencing the legislation and policies in relation to the Access to Justice.

4.4   Management frameworks and Result Based M&E Systems existing with the LASPs

Levels of management	Tools[16] for assessing organizational performance	Frequency of assessing performance	How is the performance assessed?	Who participates in this assessment?	Which kind of information[17] is generated?	Is this information utilized?	Who utilizes this information?
At the strategic level	Strategic Plan 59.6% Operational plan 5.3% Audit Reports 8.8% Work plan 5.3% Annual Budgets 1.8% Others 19.3%	1. Monthly 12.3% 2.Quarterly 50.9% 3.Bi-annual1.8% 4.Annual14.0% 5.Others 1.8% Didn't answer 19.3%	Refer below	Refer below	Refer below	Yes 84.2% No 3.5% Not sure 87.7% Didn't answer 12.3%	Donors 49.1% Government 3.5% Board of Governors 12.3% Management15.8% Others (Mention) 1.8% Didn't answer 17.5%
At the management level	Work plans 45.6% Monthly Budgets 12.3% Performance 8.8% Appraisal tools 7.0% Departmental Reports 8.8% Others (Mention) 1.8% Didn't answer 15.8%	Weekly 10.5% Monthly 36.8% Quarterly 38.6% Didn't answer 14%	Refer below	Refer below	Refer below	Yes 78.9% No 8.8% Not sure 87.7% Didn't answer 12.3%	Donors 31.6% Government 1.8% Board of Governors 12.3% Management 28.1% Staff members 8.8% Didn't answer 17.5%
At the operational level	Work plans56.1% Monthly Budgets10.5% Performance 7.0% Appraisal tools1.8% Departmental Reports3.5% Others (Mention) 5.3% Didn't answer 15.8%	Daily 14.0% Weekly 26.3% Monthly 31.6% Bi-annual 1.8% Annual 5.3% Didn't answer 21.1%	Refer below	Refer below	Refer below	Yes 78.9% No1.8% Not sure 7.0% Didn't answer 12.3%	1.Donors 19.3% 2.Government 5.3% 3.Board of Governors 21.1% 4.Management 22.8% 5.Staff members14.0% 8.Others (Mention) 1.8% Didn't answer 15.8%
At the community level	Work plans 26.3% Performance 8.8% Appraisal tools 1.8% Departmental Reports 3.5% Others (Mention) 21.1% Didn't answer 38.6%	Weekly 3.5% Monthly 26.3% Quarterly 5.3% Bi-annual 1.8% Annual 22.8% Didn't answer 40.4%	Refer below	Refer below	Refer below	Yes 66.7% Not sure 8.8% Didn't answer 24.6%	Donors 17.5% Government 1.8% Board of Governors 7.0% Management 21.1% Staff members 5.3% Other organizations 3.5% Community members 5.3% Didn't answer 38.6%

Source: Primary, Dec, 2013

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[16] These tools can cut across to all levels.

[17] These can be reports

4.4.1 Strategic level

How is the performance assessed at the strategic level?

At the board/ strategic level, the organizations interviewed, mentioned the following: appraise or assess their performance against the strategic plan, staff appraisals, quarterly reviews, use of quarterly & annual work plans, board meeting, use of report forms for periodic reporting, organization assessment by the stakeholders; follow up Audit reports, participatory meetings with staff, performance evaluation, and, Annual General Meeting. Findings indicate that report writing is common among the LASPs: at this level, it is the opportunity to have an organizational reflection in relation to the Strategic Plan, review of the work plan; this can be in terms of review meetings that inform the main report to be presented to the Annual General Meeting.

Who participates in this assessment?

In ensuring a Result Based M&E, participation by various players is important. During assessment, a participatory rather than the conventional approach is the best. It was found out that at the strategic level, participation was a reserve for top or senior and middle-level management such as Heads of departments, Directors, Board of Directors, Management; though a few organizations include staff members.

Recommendation: Conventional approach in M&E is outdated for Result Based M&E; there is need to adopt a 360 degree approach to participation for the best results and this means that at all levels but not everyone ought to participate. A representative portion can be drawn from each level.

Which kind of information is generated[18]?

The kind of information generated includes the following: Administrative reports, appointments, Annual budget, work plan, Audit certification, Budget evaluation approvals, plan approvals, Financial Performance report, staff performance, donor relationship, community rating, reports on the future plans, existing gaps and, needs and challenges, Narrative reports detailing the challenges and recommendations, Policy implementation and Reforms, Minutes of meetings, Risk Assessment reports, Strategic and policy related matters; Strategic plan, operational plans, and Sustainability of the organization.

Whereas 59.6% generate information from the Strategic plan, it is not a normal practice for the organizations to have a comprehensive Strategic Plan Review Report detailing the achievement of annual milestone set; the performance gaps, SWOT analysis of the organization, learned

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[18] If a respondent gives the response that M&E reports are generated, this too broad and vague an answer and performance reports.

lessons, success stories, action plans or points are developed during the assessment and used for furthering the achievement of the organization.

4.4.2   Management level

16, c. How is the performance assessed?

The organizations interviewed, mentioned the following as ways of assessing performance: 360 degrees assessment[19], staff performance appraisals, developing quarterly indicators, reflection of monthly meetings, Team work**,** Quarterly review meetings, review of budget, holding management meetings, M&E reviews**,** using individual reports of staff members on the work done, evaluation reports and work plans**.**

The findings show that there is too much supervision and reporting[20] and this takes first place over participatory assessment. This implies that with regard to performance assessment, the management does the planning, organize, staff, lead or direct, and control an organization or develop initiatives to accomplish a goal but with less emphasis on participatory approach, making it impossible to execute those roles.

Who participates in this assessment?

The organizations interviewed, mentioned the following who participate in the assessment of their organization at the management level: The Board of Director or Board of Governors, Staff members, and Heads of Department or project directors management.[21]

The findings indicate that just like the level above management, participation is reserved to the top or senior and middle level managers and other stakeholders such as staff members are rarely involved.

16,e. Which kind of information is generated?

The information that is generated includes administrative reports, letters of confirmation and appointment, appraisal reports, weekly/monthly/annual reports, competence or capacity assessment report, information on the output, resource mobilization reports, finance report,

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[19] is feedback that comes from members of an employee's immediate work circle composing of an employee's subordinates, peers, and supervisor(s), as well as a self-evaluation.

[20] Reporting is not action oriented in itself

[21] Management team varies according to the organizations. In other organizations there two levels of management: top/senior management and middle managers. Regardless, the management may include Project Directors, Program Managers.

impact assessment report, feedback reports, work plan approvals, maps out, resource requirements, lessons learnt, challenges and case stories, audit reports and policies proposals. It is evident that compared to the strategic level, generated information takes different forms; however, what is also noticeable is that there is no mention of action plans and points.

4.4.3 Operational / Community level

Operational level is intended to execute and regulate the day-to-day output relative to schedules, specifications, and costs that directly affect the community. Operations management teams design the method of conversion of inputs (materials, labor, proprietary information, etc.) into outputs (goods, services, value-added products, etc.) that is most beneficial to the organization. This makes the operational management level crucial to the success of the strategic and competitive goals of an organization.

How is the performance assessed? The LASPs in assessing performance use the following: baseline surveys, participatory community review meetings, community feedback forms, budget reviews, projections, staff appraisals, accountability/ financial reports, staff appraisals and progress reports. According to the findings, it is not surprising to see that at the operational level there is more participatory approach in assessment than other levels. This can be explained by the close proximity to the community or consumers of the services provided and district authorities. However, the surveys known is baseline survey; mid-term surveys and post – intervention/ post- project surveys and clients' services perception surveys are not commonly known.

Who participates in this assessment? In the assessments, the participants at this level include the following: Community members/ beneficiaries, CBOs/ CSOs, project heads, Head of programs, district, parish coordinators, program management committees/ Monitoring teams, donors, Program/ project staff/ Implementation team, volunteers, beneficiaries and management. The findings indicate that there is no involvement of an external consultant to assess the impacts of the interventions. In developing TORs for such assignment and procuring such services seems to be problematic.

Which kind of information is generated? The information generated includes the following: staff appraisal reports, financial reports, project narrative reports, impact assessment reports/ success stories, clients' service satisfaction report, implementation plans and action plans. There is more demand and need to show impacts of the services provided within the community. However, the issue of whether the LASPs have the capacity to conduct such assignment rises. The findings show that the use of external management consultants is not a common practice.

This is explained by the fact that for external review of organizational performance is at 56.1% than compared to the internally conducted review of organizational performance at 94.7%.

4.5   Resource allocation procedures and M&E information among the LASPs

A resource is a stock or supply of money, materials, staff, and other assets that can be drawn on by a person or organization in order to function effectively. Therefore, apart from money itself, the rest of the resources have a financial resource implication. All the resources money, materials, staff, and other assets (such time) depend on a budget. This will be based on whether organizations practice performance based budgeting; of which, 59.6% of the organizations practice it, 33.3% do not and 7% didn't answer. The 59.6% conduct performance based budgeting allocating more funds to activities which benefits the community, activities, as required by the donor, based on audit Reports, implementation plan, dependent on the approved technical and financial proposals, activity based, resource are allocated according to needs and priority, and guide policy.

Budget reviews: 7% of organizations do not review their budgets, 8.8% didn't answer and 84.2% conduct budget reviews through accountability, meetings with donors, meeting with the finance and planning committee, budget analysis of assessing actual performance against projections, through the authorizing personnel and auditing of the accounts. The findings indicate though variance reports are not mentioned, it is practiced by some organizations.

4.5.1   Output Based Budgeting

It has been argued that the following benefits could flow from output based budgeting: increased customer focus; provision of a sound basis for resource allocation; and focus on the production of outputs and achievements of outcomes leading to better value for money. However as Carlin and Guthrie (2003)[22] have pointed out, output based budgeting requires a number of preconditions for success including: 1) Appropriate measurable outcomes;   2) Appropriate defined outputs; 3) Appropriate performance indicators.

It was found out that 33.3% of organizations do not conduct output based budgeting, 10.5% didn't answer and   56.1% practice output based budgeting according to the performance outcome, accountability by those to whom the funds were given for particular activity by show of receipts, reports and budget analysis to produce variance reports. It was further discovered that 56.1% of organizations practice output based budgeting by checking if the output reflects value

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[22] Carlin T.M. and Guthrie J. *Accrual Output Based Budgeting Systems in Australia.* Public Management Review Volume 5. Issue 2, 2003 Pages 145-162

for money, through audit, depends on the output of the organization, emphasis on Accountability, engaging finance and that depends on donor requirements, it is dependent on available fund., its performed after the activity, looking at short and long term needs and results Management meets and accountability is given, sharing the budget with the technical planning committee, use of receipts and invoices and quotations and compare the outcome with the value of money audit. The implication is that this is donor driven requirements rather than an institutional or organizational driven requirement in order to tap for more funds.

4.5.2 Activity based budgeting

Basing on the above table, 80.7% of the organizations practice activity based budgeting, 8.8% don't practice it and 10.5% didn't answer. The findings indicate that the 80.7% of the organizations conduct activity based budgeting by adhering to the donor expectations, budget analysis and reviews, basing on the work plan, activity reports and accountability of expenditure, based on performance outputs, depending on the need of the community/ through the needs assessment, consultations between implementing team on work will be executed and finance team and tagging spending to operations agreed upon activity. However, in process of requisitioning for funds, some proposals are approved at time when there is inflation this affects budget items. Finding indicate that activity based budgeting is more prominent budgeting practice among the LASPs than Output based budgeting.

There is **a misconception that M&E roles are to be executed by an M&E personnel**; however, M&E roles form part and parcel of any staff members; it is performance at all levels of an organization. The findings show that 77.2% of the organizations while developing budgets curve out an M&E role for purposes of ensuring budget performance a clear indication that accountability and transparency is paramount. However, 19.3% while developing budgets do not curve out an M&E role and 3.5% did not answer. In fact, little is known as how much or percentage is allocated for the execution of M&E related activities.

The M&E personnel/ Officer[23]Key Result Areas, among others, includes accountability. In developing a budget, the presence of an M&E focal person in developing the budget is important in **curving out M&E activities (such as baseline surveys, quarterly review, community review meetings, clients perception surveys, mid-term survey, annual reviews and post project evaluations), consultancy which require developing TORs** for the assignments; also, for purpose of ensuring accountability the M&E focal person is meant to assess budget performance. The findings show that 70.2% of the organizations in developing budgets involve the M&E team, 24.6% do not and 5.3% did not answer. Additionally, 57.9% of the organizations have an M&E personnel as part of the Budget/ Finance Management committee and 35.1% do

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[23] This position has made varying titles but with the same KRAs. In some organizations they are referred to as Information, Documentation and Learning Officers, Quality and Learning Officers, Project Analyst etc.

not have an M&E personnel or do not involve the an M&E personnel, 1.8% didn't know and 5.3% didn't answer. Additionally, 57.9% of the organizations that have an M&E personnel as part of the Budget/ Finance Management committee find that the M&E personnel roles in the Budget/ Finance Management committee is to guide in budgeting for M&E activities/ ensure that the budgets are in line with M&E needs, understand the budgeting process and to be able to trace performance, advice on the flow of activities to avoid under and over budgeting, guide the committee according to the M&E plan, provide the linkage of the programme vis-à-vis the output, guide the finance committee, allocate funds depend in on performance, conduct preliminary assessment and evaluation of budget performance, advisory role on practicability.

4.6   Resource Management

Resources	Is there a policy governing these resources? Mention.	If yes, is it applied?	How is this resource allocated?	Are there reports on resource utilization?	If yes, mention them?	Do these reports have subsequent resource allocation effects?	Give reasons for your answer.
Human/ people resources	1.Yes 100% 2.No 3.I don't know	1.To a great extent 66.7% 2.To a small extent 31.6% 3.Not at all 0% 4.I don't know 1.8%		1.Yes 66.7% 2.No 19.3% 3.I don't know 10.5% 4. Didn't answer 3.5%		1.To a great extent 42.1% 2.To a small extent 21.1% 3.Not at all 1.9% 4.I don't know 29.8% 4. Didn't answer 5.3%	
Financial/ money resources	1.Yes 89.5% 2.No 3.5% 3.I don't know 3.5% 4.I don't know 3.5%	1.To a great extent 70.2% 2.To a small extent 14% 3.Not at all 1.8% 4.I don't know 8.8% 5.Didn't answer 3.5%		1.Yes 78.8% 2.No 5.3% 3.I don't know 8.8% 4.I don't know 7%		1.To a great extent 52.6% 2.To a small extent 19.3% 3.Not at all 19.3% 4.Didn't answer 8.8%	
Materials/ equipments such as vehicles, fuel, furniture etc.	1.Yes 68.4% 2.No 10.5% 3.I don't know 14% 4. Didn't answer 7%	1.To a great extent 63.2% 2.To a small extent 7% 3.Not at all 8.8% 4.I don't know 12.3% 5. Didn't answer 8.8%		1.Yes 61.4% 2.No 15.8% 3.I don't know 14% 4. Didn't answer 7%		1.To a great extent 40.4% 2.To a small extent 7% 3.Not at all 10.5% 4.I don't know 33.3% 5. Didn't answer 8.8%	
Time resources e.g. timely implementation	1.Yes 78.9% 2.No 7% 3.I don't know 7% 4. Didn't answer 7%	1.To a great extent 61.4% 2.To a small extent 17.5% 3.I don't know 14% 4. Didn't answer 7%		1.Yes 63.2% 2.No 10.5% 3.I don't know 19.3% 4. Didn't answer 7%		1.To a great extent 45.6% 2.To a small extent 15.8% 3.Not at all 3.5% 4.I don't know 28.1% 5. Didn't answer 7%	

Source: Primary , Dec, 2013

4.6.1   Human/ people resources

The findings show that all LASPs have a human resource policy in place; 66.7% apply this policy to a great extent, 31.6% to a small extent and 1.8% don't know whether it is applied. Although there is a gap in implementing or complying with the policy that is meant to guide the organizations strategically, the human resource is allocated according to competence and skills, organizations chart, work plan/ duty roster, qualification, vacancy, experience and qualifications, gender consideration, capacity and ability of intern, religion, interpersonal relations, the interns' policy, head hunting and outside sourcing. The non-operationalisation and adherence to the policy is likely to have grave consequences to the allocation of human resources and affect their deliverability.

The finding further indicate that in utilizing these resources, reports are produced for purposes of accountability but only 66.7% produce these reports, 19.3% do not, 10.5% don't know whether these reports are produced and 3.5% didn't answer.   The 66.7% of the organizations produce human resource reports such as evaluation performance reports, financial reports, human resource report to the board on the workloads in staff, individual performance reports, recruitment/ selection reports, payroll report, report of each department to human resource, salary analysis and reviews, funds utilization report to donors. The implication is that though the human policy exists in almost all the organisations, its applicability is undermined as such its intention are not achieved and this will have serious consequences to the organisation performance i.e. the right people in the right positions perform better and could save financial implications on the organisation.

Do these reports have subsequent resource allocation effects?   The findings indicate that 42.1% of the reports have subsequent resource allocation effects to a great extent, 21.1% the reports to a small extent, 1.9% do not have, 29.8% don't know and 5.3% didn't answer. Although these reports have subsequent resource allocation effects such as in renewal of contracts and promotions are based on performance, influence the next budget, ease the allocation of people on subsequent projects and enable identification of areas of need and enables identification of gaps in terms of staff needed to handle workloads, they have less effect in resource effect.   Some of the reasons that these reports do not have subsequent resource allocation effects include employment is based on donations, the Human Resource manual is not strictly followed, lack of funding to apply the recommendations, hiring based on the funds available and most staff are volunteers.

4.6.2 Financial/money resources

Financial resources are a key resource in any organisation; it is a resource that determines other resources since other resources are pegged to it. Therefore, a financial resource policy is too

important. However, 89.5% of the organisations have a policy to regulate the finances, 3.5% do not have it, 3.5% don't know whether they have it and 3.5% didn't respond. The organizations having this policy in place, 70.2% apply it to a great extent, 14% to a small extent, 1.8% not at all, 8.8% don't know and 3.5% didn't answer. This indicates that although some organizations have the financial resource policy in place, its application is bogged-down. Some organisation cited reasons like the financial resources are allocated according to the budgeting, according donor needs, to the demands, to the work plan, activity based result/ output based, based on the project, based on strategic needs of the organization, availability of funds, funds restricted, approvals. Also, that resource allocation may not be possible and therefore the application of the policy since there are budget ceiling and restrictions such as 30% administration, 70% programs but mainly depends on donors (donor restrictions).

In utilizing these resources, 78.8% produce reports; these reports include: record keeping report, audit reports, bi-annual, annual financial reports, requisition reports, technical management reports, Donor reports, reconciliation reports, Financial reports, quarterly and annual reports, Future allocation and accountability, Income and expenditure reports and Utility reports. On the other hand, 5.3% don't produce these reports, 8.8% don't know and 7% didn't respond. This may explain the level of transparency within given organizations.

These reports generated by 78.8% of the organizations, only 52.6% have a great extent subsequent resource allocation effects, 19.3% to small extent, 19.3% not at all and 8.8% didn't answer. Although some organizations see no subsequent resource allocation effects as a result of these reports, once these reports are generated, the donors rely on reports to fund the project, there is activity based budget determined by timely activity execution, there is assessment of the delivery on to the expenditure, underperformance may led to budget cut and vice versa, enables the finance management team to adjust the budgets, enables accountability, enables utilisation of the finances within the provided budget; if not submitted the donor might not give funds; if not proper accounted for, no fund; and it helps in fundraising.

4.6.3 Materials/ equipments such as vehicles, fuel, electricity, furniture etc.

Any organisation should have materials or equipments for executing its activities. These have to be regulated and monitored to achieve a specific objective with a policy in place. 68.4% of the organisations have a policy to this affect, 10.5% don't, 14% don't know whether it exists and 7% did not respond. This implies that there can be incidences of materials or equipments abuse anchored on the absence of the policy regulating the use of material or equipments and most times there is an open usage of such resources and this has consequential fund implications. This applies to all organizations big and small. Of the 68.4%, only 63.2% apply the policy to a great extent, 7% to a small extent, 8.8% do not at all apply it, 12.3% don't know whether it is applied

and 8.8% didn't answer. This finding indicates that for the organizations with such policy, these are applied.

These resource are allocated according to requisition and needs, according to the budgets, based on project needs and plan, institutional policy, basing on Human resource needs, activity needs, depending on available activities, fuel card and engravement and labeling, need in relation to the department, per departments, per staff, through the procurement process, use of assets registers, using an inventory, people sign for the use of materials, vehicle allocating forms to signed by staff and transfer forms by staff and users.

The reports that generated include assignment and out forms, bi- weekly reports, book recording, financial reports, fixed assets register, fuel utilisation form, vehicle allocation form, inventory reports, audit reports, keeping an inventory book, signing and accounting for use of materials, Logals for motorcycles which indicate the KMs traveled ,fuel consumption etc / movement book voucher, fuel usage report, reports on state of equipments before and offer use, service to vehicle, damages in case any, signing in the books for accountability, travel sheets for the driver and the inventory register.

These reports have subsequent effect on resource allocation in that misuse of assets is checked, reduce mismanagement of equipments / abuse of assets, ease budgeting, enables a clear estimation of materials to be used (projections), ensures safety of materials and equipment, purchase of new assets, quicken the budgeting process, identification of the resources allocated that were not properly utilized. However, organisation with small budgets claim that these reports do not have subsequent effect on resource allocation due to inadequate or lack of equipment; whereas, for organizations whether big or small claim that some budget line are determined by the donors and therefore, there is no effects of such reports on resource usage and utilization.

4.6.4 Time resources e.g. time management

Time is money…..therefore; time is a great resource for any organisation. 78.9% of the LASPs have a policy on time management, 7% don't have a policy, 7% don't know and 7% didn't answer. Among the LASPs, only 61.4% of the staff feel that the policy on time is applied to a great extent, 17.5% to a small extent, 14% didn't whether such policy exists and 7% didn't answer. This implies that there is no adherence to the policy on time management.

Time resource utilization reports are generated according to 63.2% of the interviewees, 10.5% have never seen such reports, 19.3% don't know of such reports and 7% didn't answer. Of the 63.2% the resource is allocated in accordance with the 8 working hours for the full time working members, 2 and 3 days for part timers for some LASPs, according to the work plan, activity

based, based on project needs and plans, institutional policy, based on the contract of employment, based on the nature of staff, basing on fixed deadlines, in agreement with the partners, timely registers, attendance registers, use of log in books, using the weekly schedule, work plan and timesheets.

In utilizing these resources, the following reports are generated annual reports, quarterly, monthly, and weekly reports, arrival book/ reports / attendance register, donor reports, end of project reports, annual reports, login and logout book, movement book voucher and progress of performance in respect to deadlines.

Whether these reports have subsequent effect on resource allocation, to a great extent by 45.6%, to a small extent by 15.8%, not at all by 3.5%, 28.1% don't know of any subsequent effect on resource allocation and 7% didn't answer. This implies due to non compliance and the absence of such policies, there is minimal subsequent effect on resource allocation.

These reports have subsequent effect on resource allocation helps management know the time certain project to be accomplished and hence resource mobilization, retention or termination of staff, salary payments, untimely reports lead to late displacement of funds, tracking of attendance, improved time management to beat deadlines and creates awareness of working hard, beating deadlines and enhances attendance. Other argued that these reports do not have subsequent effect on resource allocation due to scarcity of members of staff; programs are so many and may not necessarily be implemented in time, lack of technical staff and few staff members.

There is no M&E policy, intern/ volunteers policy, finances are more managed than human resources and without a clear assets management policy, the assets can be easily abused at free will due to open usage. Time management is too crucial in delivery of services to the public, the organizations, the donors and government; if mismanaged, the public may lose confidence ownership of the programs or project, the donors may cut their funding and government support can be lost etc.

4.7   LASPs Results-Based M&E on government performance

Does your organization have Indicator to measure government performance?	What tools have been developed for capturing data?	What is the frequency of reporting government action?	Who is the responsible to capture this data (person or department)?	How does your organization analyze data captured on government performance?	How does your organization disseminate the findings/ communicate to responsible government departments?
1.Yes 21.1% 2.No 57.9% 3.I don't know 17.5%	Government strategic plans such as JLOS Strategic Investment Plan, National Development Plan, National Vision, public expenditure trackers(PETS), Act of Parliament (such as the Refugee Act, Domestic Violence Act), report attendance forms, database, cases information, work plans and budgets,	1.Daily 78.9% 2.Weekly 1.8% 3.Monthly 1.8% 4.Quarterly 10.5% 5.Bi-annual 3.5% 6.Annual 3.5%	Legal Officers , Directors of programs, M&E office, Program managers, Team or relevant department	Manually, Periodic report,newspapers ,articles,proposals, Review meetings , through district technical planning meetings	During fora meetings with government department; during meetings we share reports; on the request; policy paper, position briefs; stakeholders work plan, duty leaders, parliamentary forums, Tasks Community Meetings; through evaluation meetings called joint stake holder; through media, policy papers, baseline survey, Re-statements , News letters

The above table shows that 21.1% of the LASPs have indicators to measure government performance, and 57.9% don't have indicators to measure government performance and 17.5% didn't know. This is partly explained by the factor that 40.4% of the LASPs who have an M&E position their organisation have defined indicator to measure government performance and the 56.1% lacking the M&E position don't track government performance though work closely with the government. Without necessarily having an M&E position, to track government performance in relation to their Mission and vision becomes challenging; with such positions, this provides the opportunity for identifying gaps that the organizations can use to maximize their efforts in addressing the performance gaps.

4.8   Capacity Assessment of Results-Based M&E in Thematic Areas

4.8.1   Introduction

This part assesses the existing capacity of LASPs to conduct results-based M&E in different thematic areas such as media advocacy, human rights sensitisation/awareness, and public dialogues.

4.8.2   Media advocacy

The findings indicate that 71.9% of the LASPs conduct results-based M&E in media advocacy, 21.1% don't, 3.5% don't know whether they do and 3.5% didn't answer. Of the 71.9%, the indicators for conducting a results-based M&E in media advocacy include the following: Number of article in the news papers, Number of spot messages, Change in attitude, Level of awareness, Number of talk shows, Number of news briefs, Number of press conferences and press releases, Number of news broadcast by the organisation, Number of responses when articles are published, Number of TV programmes organized, Number of and nature of public dialogue, Number of Radio sensitization and forums, Number of talk shows call-ins, and Video and radio recordings.

Although some of the LASPs have indicators to track or measure performance e.g. the Number of talk show calls-ins, these indicator is a good indicator of measuring participation but not listenership. Some of the LASPs cannot differentiate between indicators from Means of verifications.

Considering their thematic areas, there are other indicators such as Number of policies developed and Number of legislations passed considering the LASPs' advocacy. In tracking the above indicators, the methods /tools used include the following: Call back from listeners (questions and answers), Evaluation forms, Follow ups, Impact assessment, hiring services of a Media monitoring firm and Specialists of communication, engaging journalists to cover activities, documentation, Surveys, Work plans and performance

The findings show that there are LASPs with no specific tools or existing tools to analyse such data whether qualitative and quantitative.

In an effort to track the progress made in relation to the defined indicators, there are those responsible in collecting the data. The LASPs mentioned that it is the implementing team, Communications specialist, Community specialist, Research Division, hired Research firms or journalists, Human rights advocacy officer, I.T experts, Research firms, M& E specialists, field reports, the advocacy department and Volunteers.

When the data on media advocacy is obtained, it is analyses by based on the number of phone calls, and documentation of the number of times media advocacy is done and discussions.

The findings indicate that although media advocacy information is utilized and disseminated in the by CD/ Videos, photographs, mail, publication in media both print and electronic, conducting public dialogues, in progress and annual reports that are shared with the donors, in meetings with staff, board meetings; through holding talk shows and through stakeholders meetings, the data on media advocacy is not analyzed partly due to the lack of appreciation of the M&E role in data management.

4.8.3   Human rights sensitisation/ awareness raising

Various LASPs operate under different themes such as GBV, Land rights, women and children rights, and property rights; among the LASPs, 94.7% have a results-based M&E in human rights sensitization / awareness raising with the following indicators for Human rights sensitization / awareness raising: Number of Campaigns; Number of talk shows; Number of dialogues; Number of Clients attended; Number of people sensitized; Community empowerment; Number of training human rights/ workshops; levels of awareness in the communities; increase in the reporting of cases of human rights violation; Number of human rights manuals; brochures (IEC materials); the nature of networks with other pro- Human rights organizations; % increase in legal representations, % levels of human rights awareness; % increase in the number of cases reported on human rights; Number of Newspapers publications; % decrease in the human rights abuse or increase on the tenure security of women, Number of outreaches done in the community, % change in the levels of awareness; Number of people reached, level of knowledge in the community; Number of clients attended to; % change of attitude based; Number of people reporting the HR abuse; Number of partnership with other HR organisations; Number of people advised by the paralegals; Number of paralegals trained on legal education; Number of Press release; Number of clients who have received free legal aid e.g. children, women etc; Number of cases registered; Number of referrals; Number of people giving positive feedback on their understanding of rights; Number of Human rights songs; and increased tenure security,

The methods /tools used by the LASPs for tracking progress made in human rights sensitization and awareness are training assessment forms; attendance lists; conducting feedback sessions; documentation of cases reported; Number of people sensitized; follow ups with the community leaders; debate competition; conducting impact assessment; media house reports; surveys; pictures; Quarterly and annual review meetings; and telephone calls from the police and community members.

The data for human rights sensitization and awareness is collected by implementing staff, M&E person, Human rights programme team, I.T experts; Parish coordinators/ volunteers; Volunteers and research firms.

This data is analyzed by discussions with the stakeholders; using Statistical Package for Social Sciences; use of cameras and use of the database. The information generated from this data is utilized and disseminated by developing annual reports, dialogues, workshops, distribution of flyers, Drama, publications, Media both print and electronic, social media, photographs, through seminar, using the website, reports to partner organisations and stakeholders' meeting.

There is less use of social media in the sharing of information of their performance to reach out to a wider public which composes of various stakeholders e.g. donors, government, likeminded organisations. This also includes the use of the website and continuously updating it.

4.8.4 Public dialogues

The findings indicate that 73.7% of the LASPs have a results-based M&E for public dialogue, 17.5% don't have, 5.3% don't know and 3.5% didn't answer. Some of the indicators for assessing organizational performance on public dialogues include articles written, recordings done during public dialogue, level of awareness, court representation, campaigns, talk shows, community dialogues; influence change of policies; nature of actions plans; level of participation; number of people sensitized; number of people who attend dialogues as seen at attendance registers; number of issued raised; and social accountability program.

The methods /tools used for tracking public dialogues progress include attendance lists, testimonies from people, follow up sessions on people's views; impact assessment; Number of committees made by the stakeholders during dialogue; video recordings; press statements; Quarterly and annual review meetings; sample surveys and SASA approach.

In applying these methods and tools, the responsible persons or team include community monitors, research divisions, Human rights Advocates, M&E officer, department of advocacy and implementing team. The data is analysed by discussion within various stakeholders; quarterly and annual meetings; using SPSS; and through recordings.

The information is utilized and disseminated through workshops; documentaries; sharing policy briefs with the stakeholders; flyers; publication in the media; radio talk shows, stakeholders meetings; drama; social Media; and availing copies of reports to libraries.

The findings indicate that 42.1% of the LASPs admitted that the proposed or existing RBM&E initiatives were donor driven, 49.1% disagreed with idea that the proposed or existing RBM&E initiatives were donor driven and 8.8% didn't answer. 54.4% of the LASPs admitted that the donors contributed in terms of training or building the capacity, 42.1% disagreed and 3.5% didn't answer. The donors built capacity of the LASPs in the following areas: Comparing case studies, identifying most significant cases; developing M&E systems, tools and data analysis; stakeholders analysis; data collection and analysis; how to document Human rights and Referrals; ICT staff was taught how to use the website and Search engines; impact, output, and

lock frame aspects of the M&E; clarity on definition indicators, capacity building; management information system usage and analysis train needs; reporting, administration and management; budgeting; performance based M&E; project management; Juvenile i.e Justice; land rights; project monitoring a planning, report and proposal writing; financial Accounting and reporting, impact tracking; resulting tracking, community skills training; Social Accountability, Access to Justice; significance of M&E in organizations, businesses etc; and tracking tools.

The findings also suggest that non-SMART indicators, the indicators are mainly qualitative and less of quantitative requiring less of quantitative methods of data collection and analysis.

4.9 Donor influence on M&E in LASPs

The LASPs with an M&E position, 45.6% have had such position due to the support and influence of donors, 43.9% have had their donors support them in terms of developing M&E plans while 47.4% have not has such support and 8.8% didn't answer. This indicates that the position of M&E is donor driven and capacity building was donor driven too. Result Based Reporting has been emphasized by the donors in 42.1% organizations; 73.7% of the LASPs have been given support in terms of log frame development by the donors in the course of project proposal drafting.

In the course of partnering, 71.9% of the LASPs have had donors support in terms of developing the frameworks and systems of M&E and also, have had the donors demand for auditing of the accounts i.e. annual audit reports. Also, with donor support, 57.9% of the LASPs have had the donors emphasize the use of reporting formats or template developed by the donors. This has improved their relations between the LASPs and the donors.

The findings further indicate that 57.9% organization have the necessary M&E frameworks and systems and in assessing the readiness of LASPs to build a sound M&E system, 75.4% are fully ready, 21.1% are partially ready, 1.8% didn't know and 1.8%didn't answer. Some of the LASPs, who are fully ready explained that they already there is an M&E specialist at the organization and trains staff; donors are still funding, positive feedbacks; M&E has helped the organisation to monitor its activities; there are 5 personnel recruited for M&E positions; they are sure it will help them improve on the work quality; if funded by the donor, an M&E system can be established; it has assets, tools, personnel for building M&E systems but lack budget; it's not a fully flagged department, its only people who have the knowledge; M&E will use the assessment of performance of the organisation; resources are directed to M&E department; the organisation is determined to fully conduct M&E in order to get the set goal; there is willingness among members of staff, relevant policies to support M&E; the headquarter team is committed to building M&E systems ; we need to track progress of the activities and evaluate performance

accordingly; it already exists in the organisation and it is working effectively and it has been integrated in all program activities.

As for the LASPs that are partially ready explain that there already a system in place though not fully operational; limited funding; proposed recruitment of a staff to head the department; the organisation needs to recruit a particular officer for the M&E role; the policies favoring M&E system exists but we lack the technical personnel; there is existing M&E already but needs strengthening.

4.10   Applicability of Monitoring and Evaluation in LASPs

Evidently, where 47.4% of the LASPs' organizational organogram provides for the position of M&E, only 36.8% have a personnel recruited purposely to perform M&E and only 40.4% have an M&E policy in place to guide the organisation. This is explained by the lack of funds to recruit an M&E personnel, the lack of commitment to have the position filled and the syndrome that small projects need no M&E since they are manageable but this has operational implications.

In assessing their perception on the importance of M&E in their organization, though 61.4% of the LASPs have the skills to execute the M&E duties and functions, and 94.7% strongly agreed that it is of great importance, their expectations of such position include the following as Key Result Areas for position of Monitoring & Evaluation:

Assess the organisation impact; identify gaps, achievements and proposed reform; carry out quality assurance in the organization; collect data, analyse it and report from the data analysed in line to results; design a tool for assessing performance, support programs and provide guidance; design specific tools for assessing performance; develop M&E framework, tools, monitor outcomes of all activities, document success; ensure compliance of the programmes funds within the work plan , reports, fraud detection; ensure that performance indicators are well developed and tracked, give technical advice and assistance; fast tracking of project implementation and documentation; focal and in charge of M&E reports, participation in budget reviews; manage Management Information Systems designed to perform as databases; periodic monitoring and evaluation, periodic reports; proposal drafting, theory of change; conduct supervision visits in the field; and carry out capacity building of members of the organisation.

4.10.1 Barriers faced in building Monitoring & Evaluation systems

	Strongly agree	Agree	Disagree	Strongly disagree	I Don't Know / NA	Didn't answer
a. The organization lacks the fiscal resources to build an M&E system	21.1	33.3	29.8	10.5	1.8	
b. The organization lacks the political will to build an M&E system	1.8	15.8	38.6	38.6	1.8	3.5
c. The organization lacks a champion for building an M&E system	12.3	24.6	38.6	21.1		3.5
d. The organization lacks an outcome-linked strategy ,or experience in building an M&E system	14.0	35.1	35.1	12.3		3.5
e. If there are other barriers, kindly mention…….. the Lack of funds for setting up M&E offices						

5.0 Recommendations

5.1 A Nationwide Legal Aid Service Providers Mapping

1. The JLOS actor that is closer to the rural population is the Judiciary (courts of law) in an effort to promote access to justice, there is need to create a good working relationship with the judiciary by having the state lawyers participate in events such as community sensitization and not legal representation since this will be conflict of interest. This will improve the outreach of legal aid and is likely to have a reducing effect on the number of law transgression committed by the public. Better still, this can be achieved through the use of the Justice centres and propelling its expansion.

2. Through LASPNET, the LASPs can develop synergies with the Pro Bono Scheme of Uganda Law Society in such a way that committed Pro Bono advocates practicing near hard-to-reach areas are identified by the Pro Bono Scheme and shared with the LASPs who can supplement on their facilitation i.e. transport and filling fees in promoting legal aid services across the country. It should be noted that though it is a legal requirement for advocates in Uganda to do Pro Bono for 40 hours a year, a few are committed to this requirement and to promote the spirit of Pro Bono among the advocates, there has a creation of accolades of best Pro Bono lawyers category in ULS to appreciate and recognize their services to the Public.

3. Basing on the above, there is need for LASPNET to develop a platform to recognize the works of LASPs operating in the country. This will require developing objective modalities or parameters (among others factors, the quality assurance of services, scope or community outreach or methodology) in selecting those who deserve the recognition. In order to attain this, LASPNET ought to work closely with the membership and JLOS specifically the Law Council in developing these modalities in assessing the LASPs. Recognition can act as a motivator.

4. The LASPs in their locations can forge a working relation with the Uganda Police Force through the District Police Commanders to maximize their visibility in the community by developing clear referral pathways of legal aid service provision.

5. The religious institutions are not mentioned as sources of referral making yet they play a critical role in the resolving conflicts in the community.

6. There is a legal aid policy vacuum that may help address management of legal aid service provision by both public and private players and the equitable distribution of the legal aid service provision across the country.

7. Whereas there could be duplicity in the legal aid service provision, the services providers are overwhelmed by the demand for the services. This draws the question of quality of the service provision other than duplicity. However, to address the supply side, there is need for Human Rights Based Approach in addressing the legal complexities within the community. One of the forms that the LASPs can adopt is the use of the community structures referred to as Community Based Paralegals. With the offing of the Paralegal Regulations, emphasis should be on monitoring paralegals activities to ensure good quality service provision.

8. Besides the existence of the National Legal Aid Basket fund, there is need to lobby for more funds from the government and donors in pursuit of the vision of Prosperity for All through one of its prominent sector enabling growth, the Justice Law and Order Sector.

5.2   Service Providers' M&E Assessment and Organizational Capacity
Strategic level:

1. Logically, the activity reports[24] inform the weekly reports, the weekly reports inform the monthly reports, and the monthly reports inform the quarterly reports. Now, the monthly reports are subjected to review based on the quarterly work plans. It becomes necessary that while assessing the performance, the quarterly reviews help inform the team on their progress towards the SP; in this process, the team is comprised of mainly the management team, the project coordinators or team leaders who will represent their teams at the Strategic Plan Review. During this meeting, the team is expected to have a session of accountability and learning. The reports from this session are shared with the Board members or board of directors. This has to be captured in the M&E work plan and synchronized with the Annual organization work plan. At the end of the year, the Auditors are expected to assess the accountability for work done- Input vs. the Outputs vis-à-vis the resources spent and the outcomes.

   Where are we coming from; and, where are we going? During the AGM, it is recommended that the annual performance is shown by a comprehensive report which is a combination of 4 Quarterly reports. These reports should be able to indicate the organizational progress towards the Key Performance Indicators- with their annual targets- whether they have been achieved or not , why, how and learned lessons.

   Whereas, the names may differ, organizational review is an important activity that will help the BOD or BMs to check the performance of the organization. This is a participatory process that involves all internal staff. This activity requires someone with

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[24] Individual activity reports are not applicable at this level but rather departmental and project reports.

good M&E skills that include among others research skills (in both qualitative and quantitative methods), analytical skills, report writing skills and presentation skills. If an organization lacks the M&E personnel to conduct this assignment, then it is imperative that a competent consultant is recruited to conduct this assignment with a clearly spelt TORs.

A good example or sample of the TORs includes:

- To review the existing vision and mission of the organisation.
- To review existing work activities and structures and indicate areas for potential improvement to assist the organisation in carrying out our stated vision and mission, identifying: what have been the key outcomes, outputs and achievements over time; what was successful, and why and what was not successful, and why not?
- To undertake a Strength, Weaknesses, Opportunity and Threats -SWOT Analysis.
- To identify potential strategically key internal and external issues for the Organisation in the coming years- years to be determined by either the client or the consultant; it can be 5 years.
- To identify good practice in governance and communication for the organisation.
- To produce a plan indicating key strategic goals and organisational objectives for the coming years (as earlier noted it can be 5 years), with timelines and performance indicators.
- To review the potential for alternative sources of funding.
- To set out the organisational and governance structure required to ensure implementation of the plan.

A good example or sample of role of the Consultant:

The role of the consultant and the deliverables expected are outlined below;

- To work under the direction of the strategic planning committee in producing the organisational review and strategic plan.
- To attend meetings as agreed with the strategic planning committee.
- To produce the initial reports including the organisational review of the organisation, SWOT analysis and report on our external environment.
- To organise, facilitate and write up reports of the consultative sessions with the organisation Board, staff and Members as agreed.
- To conduct interviews with internal and external stakeholders as agreed.
- To devise and conduct questionnaires as agreed with planning committee.
- To analyse the feedback and produce drafts of the strategic plan for discussion and deliberation of the organisation's Board and committee.

- To revise and redraft the plan following consultation with the organisation's Board and committee.
- To produce a final plan in consultation with the strategic planning committee for approval by the organisation Board who are representative of the members and in furtherance to this, to be fully voted at a later date at the next AGM of the membership.
- The final agreed plan to be delivered in soft copy format, as a Word document, for final editing and dissemination.

2. There is need for the organizations to develop progress reports in relation to the Strategic Plan. This progress report can be called many names, sometimes, Strategic Plan Review Report, Annual Performance Review Report, Annual Progress Report etc., it is a report that details the achievements of set milestones, future performance plans or way forward, existing performance gaps and, needs and challenges.

3. The element of participatory approach at the management level should be adopted and applied in execution of the core duties of managers. The management needs to appreciate the fact that a Strategic Plan is another tool for assessing performance of various project linked to departments.

4. There is need for action planning and tracking at the management level in tracking organisation performance.

5. LASPs need to set aside some funds for conducting organizational self assessments or performance.

6. There is a gap in application of quantitative methods of performance assessment and this can be addressed through capacity building or use of external consultants or M&E specialists or experts.

7. With clear KRAs for some positions, there too much than just developing log frames, tools and taking pictures; this position entails to conduct surveys pre and post interventions and analyse the trends within which programs and project operate.

8. There is need to shift the focus from an activity based budgeting to an Output based budgeting to emphasize value for money

9. There is need to not only have the human resource policy with other accompanying policies such as intern or volunteer policy widely disseminated among the staff members to check its relevance and applicability; and to hold management to account for every

decisions taken in regard to human resources but also adhere and apply them in the management of the affairs of the organisation.

10. The organizations need to develop a M&E policy, intern/ volunteers policy, finances are more managed than human resources and with the a competent human resource, more funds can be mobilized and operations expanded; assets well managed; therefore, there is need to have strict assets management to minimize expenditure.

11. The M&E training is too broad but the LASPs need a tailored training conducted by a trainer familiar with Access to Justice interventions; and, there is need for a database system for monitoring performance of LASPs.

Addendum: Questionnaire

MAPPING AND READINESS ASSESSMENT of LASPs

Introduction

LASPNET hired the consultancy services of EVAMOR International Limited to conduct a Legal Aid Service Providers mapping and readiness Assessment.

Purpose

The assignment has three major goals:

1. To ascertain the existing coverage map in legal aid service provision across the country by area of thematic focus, geographical location, and type of establishment;
2. To assess the understanding of LASPNET and its beneficiaries of what institutional capacity they do or do not have, what resources they can draw on, and which challenges they face to initiate meaningful planning, monitoring, evaluation, and reporting frameworks;
3. To determine which reforms LASPNET and its beneficiaries might begin under auspices of one or more champions, and what demand (if any) exists for the use of M&E frameworks.

Name of the organization	
Organization Vision	
Organization Mission	
Organization Objectives	
Organization Thematic areas	
District of operation	
Type of establishment	
Office telephone	
Name of contact person	
Mobile of contact person	
Date	

LASPs MAPPING

1. Does your organization have field offices or branches in the country?

                                  Yes ☐   No ☐   I Don't know ☐

1,a. If yes, where are they located?

2. Does your organization receive referrals from other organizations or institutions?

                                  Yes ☐   No ☐   I Don't know ☐

2,a. If yes, kindly name them.

3. Does your organization make referrals to other organizations or institutions?

                                  Yes ☐   No ☐   I Don't know ☐

3,a. If yes, kindly name them.

4. Are you aware of any organization that provides the services you provide?

                                  Yes ☐   No ☐   I Don't know ☐

5. If yes, kindly name them.

6. How many staff members does your organization have? Kindly provide us with your organization organogram.

7. How many funding partners does your organization have?

       1 ☐   2 ☐   3 ☐   4+ ☐

8. What is the size of your annual budget?

50m- 200m ☐   201m- 350m ☐   351m-500m ☐   501m+ ☐

9. Are you aware of any organization that provides the services your organization provides that are not legally registered?

Yes ☐   No ☐   I Don't know ☐

9,a. If yes, kindly name them.

M&E ORGANIZATIONAL CAPACITY

10. Assess current organizational capacity with respect to: **(Tick the appropriate box)**

	Strongly agree	Agree	Disagree	Strongly disagree	I Don't Know / NA
a. Does your organization have the technical skills in conducting a Result Based M&E?					
b. Does your organization have the managerial skills in conducting a Result Based M&E?					
c. Does your organization have the existing data systems and their quality in conducting a Result Based M&E?					
d. Does your organization have the technology available for conducting a Result Based M&E?					
e. Does your organization have the fiscal resources available for conducting a Result Based M&E?					
f. Does your organization have the institutional experience for conducting a Result Based M&E?					

- Establish the proposed/existing reforms underway or planned to which a results-based M&E initiative might be linked;

11. Are there any proposed/existing reforms underway or planned to which a results-based M&E initiative might be linked in your organization?

Yes ☐   No ☐   I Don't know ☐

11,a. Which actor proposed the reforms or existing reforms to which a results-based M&E initiative might be linked? **(Multiple response)**

Organization initiated ☐   LASPNET initiated ☐   Donor initiated ☐

11,b. If yes (Q. 11), what are some of these proposed/existing reforms? (Mention them)

Your organization initiated	LASPNET initiated	Donor initiated

- Ascertain which results-based M&E information is being used to assess performance and who actually uses it;

12. Does your organization have a strategic Plan?

Yes ☐   No ☐   I Don't know ☐

12,a. If your organization has ever had a strategic Plan, was it reviewed? This applies to past and present strategic Plans.

Yes ☐   No ☐   I Don't know ☐

12,b. If yes, how frequent do you assess the organizational performance in relation to the Strategic Plan?

Monthly ☐   Quarterly ☐   Bi-annually ☐   Annually ☐   Never ☐   Don't know ☐

13. Does your organization have Key Performance Indicators?

Yes ☐   No ☐   I Don't know ☐

13,a. If yes, mention them..

14. Is there a forum among the LASPs that is used to disseminate the M&E information for performance review?

Yes ☐   No ☐   I Don't know ☐

14,a. Do the Legal Aid Service Providers have such forums?

Yes ☐   No ☐   I Don't know ☐

14,b. How often do the Legal Aid Service Providers meet during this forum?

Monthly ☐   Quarterly ☐   Bi-annually ☐   Annually ☐   Never ☐   Don't know ☐

15. Which kind of the information is shared during this forum? Mention a few.

15,b. Who are the key stakeholders who utilize this information?

- Find out what management frameworks exist within the LASPs to oversee the introduction and continuation of a results-based M&E system;

16. Does your organization have existing tools for assessing organizational performance?

Yes ☐   No ☐   I Don't know ☐

If yes, what kinds of tools[25] are used for assessing organizational performance? **(These can be multiple responses)**

Levels of management	16,a. Tools for assessing organizational performance	16,b. Frequency of assessing performance	16, c. How is the performance assessed?	16,d. Who participates in this assessment?	16,e. Which kind of information[26] is generated?	16,f. Is this information utilized?	16,g. Who utilizes this information?
At the board/ strategic level	1.Strategic Plan 2.Operational plan 3.Audit Reports 4.Annual Work plan 5.Annual Budgets 6. Others (Mention)	1. Monthly 2.Quarterly 3.Bi-annual 4.Annual 5.Others (Mention)				1.Yes 2.No 3.Not sure	1.Donors 2.Government 3.Board of Governors 4.Management 5.Staff members 6.Other organizations 7.Community members 8.Others (Mention)
At the management level	1.Work plans 2.Monthly Budgets 3.Performance 4.Appraisal tools 5.Departmental Reports 6. Others (Mention)	1.Weekly 2.Monthly 3.Quarterly 4.Bi-annual 5.Annual 6. Others (Mention)				1.Yes 2.No 3.Not sure	1.Donors 2.Government 3.Board of Governors 4.Management 5.Staff members 6.Other organizations 7.Community members 8.Others (Mention)
At the operational level	1.Work plans 2.Monthly Budgets 3.Performance 4.Appraisal tools	1.Daily 2.Weekly 3.Monthly 4.Quarterly				1.Yes 2.No 3.Not sure	1.Donors 2.Government 3.Board of Governors 4.Management

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[25] These tools can cut across to all levels.
[26] These can be reports

	5.Departmental Reports 6. Others (Mention)	5.Bi-annual 6.Annual 7. Others (Mention)					5.Staff members 6.Other organizations 7.Community members 8.Others (Mention)
At the community level	1.Work plans 2.Monthly Budgets 3.Performance 4.Appraisal tools 5.Departmental Reports 6. Others (Mention)	1.Daily 2.Weekly 3.Monthly 4.Quarterly 5.Bi-annual 6.Annual 7. Others (Mention)				1.Yes 2.No 3.Not sure	1.Donors 2.Government 3.Board of Governors 4.Management 5.Staff members 6.Other organizations 7.Community members 8.Others (Mention)

17. Does your organization have an organizational periodic review of their performance?

Yes ☐   No ☐

17,a. Is it done internally?

Yes ☐   No ☐

17,b. Is it done externally?

Yes ☐   No ☐

18. Is your organization flexible to the changing legislations and policies?

Yes ☐   No ☐

19. What mechanisms does your organization have in place to review of their performance?

- Analyse, where possible, any evident links between budget/resource allocation procedures and M&E information among LASPs;

20. Does your organization practice Performance Based Budgeting?

Yes ☐   No ☐

20,a. If yes, how is this implemented?

21. Does your organization practice the following:

21 a. **Budget reviews**

Yes ☐   No ☐

21,a. If yes, how are budget reviews done?

21,b. **Output Based Budgeting**

Yes ☐   No ☐

21,b. If yes, how are budget reviews done?

21, c. **Activity based budget**

Yes ☐   No ☐

21, c. If yes, how are budget reviews done?

22. While developing budgets, is there an M&E role?

Yes ☐   No ☐

23. While developing budgets, is the M&E part of these developments?

Yes ☐   No ☐

24.Is the M&E personnel Part of the Budget/ Finance Management committee?

Yes ☐   No ☐

24,a. If yes, what are the M&E personnel roles in the Budget/ Finance Management committee?

Resources	25,a. Is there a policy governing these resources? Mention.	25,b. If yes, is it applied?	25,c. How is this resource allocated?	25,d. Are there reports on resource utilization?	25,e. If yes, mention them?	25,f. Do these reports have subsequent resource allocation effects?	25,g. Give reasons for your answer.
Human/ people resources	1.Yes 2.No 3.I don't know	1.To a great extent 2.To a small extent 3.Not at all 4.I don't know		1.Yes 2.No 3.I don't know		1.To a great extent 2.To a small extent 3.Not at all 4.I don't know	
Financial/ money resources	1.Yes 2.No 3.I don't know	1.To a great extent 2.To a small extent 3.Not at all 4.I don't know		1.Yes 2.No 3.I don't know		1.To a great extent 2.To a small extent 3.Not at all 4.I don't know	
Materials/ equipments such as vehicles, fuel, furniture etc.	1.Yes 2.No 3.I don't know	1.To a great extent 2.To a small extent 3.Not at all 4.I don't know		1.Yes 2.No 3.I don't know		1.To a great extent 2.To a small extent 3.Not at all 4.I don't know	
Time resources e.g. timely implementation	1.Yes 2.No 3.I don't know	1.To a great extent 2.To a small extent 3.Not at all 4.I don't know		1.Yes 2.No 3.I don't know		1.To a great extent 2.To a small extent 3.Not at all 4.I don't know	

- Explore any existing mechanisms by LASPs to regularly collect and analyse results-based M&E data on government's performance;

26. Does your organization have a strategic plan in place?

Yes ☐   No ☐

27. Does your organization's organogram[27] provide for an M&E position?

Yes ☐   No ☐

28,a. Does your organization have Indicator to measure government performance?	28,b. What tools have been developed for capturing data?	28,c. What is the frequency of reporting government action?	29,d. Who is the responsible to capture this data (person or department)?	29,e. How does your organization analyze data captured on government performance?	29,f. How does your organization disseminate the findings/ communicate to responsible government departments?
1.Yes 2.No 3.I don't know		1.Daily 2.Weekly 3.Monthly 4.Quarterly 5.Bi-annual 6.Annual			

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[27] LASPs will be requested to provide their photocopied organogram

- Assess the existing capacity to conduct results-based M&E in such fields as media advocacy, human rights sensitisation/awareness raising, and public dialogues;

29,a Does your organization engage the following fields or themes	Y/N	29,b. If yes, what are the indicators for such fields or themes?	29,c. What methods /tools are used for tracking progress?	29,d. Who collects the data?	29,e. How do you analyse the data?	29,f. How do you utilize and disseminate the information?
Media advocacy	1.Yes 2.No 3.I don't know					
Human rights sensitisation/ awareness raising	1.Yes 2.No 3.I don't know					
Public dialogues	1.Yes 2.No 3.I don't know					

- Verify whether there are any proposed or existing donor initiatives to which a results-based M&E initiative among LASPs might be linked;

30. Does your organization have any proposed or existing RBM&E initiatives?

        Yes   ☐   No   ☐

30,a. If yes, were these proposed or existing RBM&E initiatives donor driven?

        Yes   ☐   No   ☐

31. How have the donors influenced these initiatives in terms of:

- 31, a. Have the donors contributed in terms of training or building the capacity of staff in Result Based M&E (in which areas)?

        Yes   ☐   No   ☐

- 31, b. Kindly mention areas that the staff were trained on? (Mention them)

- 31,c. Is the M&E as a position funded by the donors?

        Yes   ☐   No   ☐

- 31,d. Have the donors supported in terms of developing M&E plans?

        Yes   ☐   No   ☐

- 31,e. Have the donors emphasized the Result Based Reporting to the LASPs?

        Yes   ☐   No   ☐

32. In the course of project proposal drafting, have the donors emphasized or given support in terms of log frame development?

        Yes   ☐   No   ☐

33. In the course of partnering, have the donors given support in terms of developing the frameworks and systems of M&E? Also, have the donors demanded for auditing of the accounts i.e. annual audit reports?

        Yes   ☐   No   ☐

34. Have the donors emphasized the use of their own reporting (Result Based M&E reporting) format from the LASPs?

        Yes   ☐   No   ☐

- Estimate the level of readiness for LASPNET and its beneficiaries to effectively conduct a results-based M&E system, with recommendations where necessary.

35. In your opinion, do think that your organization is ready to build a sound, effective and efficient M&E system?

Fully ready ☐   Partially ready ☐   Not ready ☐   I don't know ☐

35,a. Kindly give the reason for your answer above?

36. Does your organization have the necessary M&E frameworks and systems?

Yes ☐   No ☐

37. Does your organizational existing structure provide for the position of M&E personnel?

Yes ☐   No ☐

38. Does your organization have the personnel recruited purposely to perform M&E functions?

Yes ☐   No ☐

39. Does your organization have the M&E policy in place?

Yes ☐   No ☐

40. Does your organization have the skills to execute the M&E duties and functions?

41. What are the Key Result Areas for the job description of an M&E position?

Barriers to M&E

42. Do any of the following present barriers to building an M&E system? (**Tick the appropriate box**)

	Strongly agree	Agree	Disagree	Strongly disagree	I Don't Know / NA
a. The organization lacks the fiscal resources to build an M&E system					
b. The organization lacks the political will to build an M&E system					
c. The organization lacks a champion for building an M&E system					
d. The organization lacks an outcome-linked strategy ,or experience in building an M&E system					
e. If there are other barriers, kindly mention……..					

43.In your opinion, do think that M&E is of importance in your organization?

Strongly agree ☐   Agree ☐   Disagree ☐   Strongly disagree ☐   I don't know ☐

The table below shows the organizations that were selected to be included in the assignment

	Organization	Date of communication	Approval of receipt of communication	Date of interview	Status of the interview
1	Alliance for Integrated Development & Empowerment Plot 104, Kawempe-Lugoba, Bombo Rd.	11th Nov 2013			unsuccessful
2	Teso Legal Aid Project Plot 11, Ecowu Close, Soroti. P.O. Box 464, Soroti.	11th Nov 2013	18th Nov	20th Nov	Accomplished
3	Centre for Public Interest Law 5th Floor, Social Security House. P.O. Box 3668, Kampala.	11th Nov 2013	13th Nov	27th Nov	Accomplished
4	Uganda Muslim Supreme Council Human rights & Good governace programme Plot 23-25 Old Kampala Rd.	11th Nov 2013	13th Nov	13th Nov	Accomplished
5	Kamuli Community Based Paralegals Association Plot 5A, Kimera Road. P.O. Box 283, Kamuli.	12th Nov 2013	18th Nov	22nd Nov	Accomplished
6	Foundation for Human Rights Initiative Human Rights House, Plot 1853, Lulume Road Nsambya. P.O. Box 11027, Kampala.	11th Nov 2013	14th Nov	2nd Dec	Accomplished
7	The Uganda Christian Lawyers Fraternity Baptist House Wandegeya P.O. Box 42, Kampala.	11th Nov 2013	14th Nov	19th Nov	Accomplished
8	The Legal Aid Project of the Uganda Law Society Plot 5A, Acacia Avenue. P.O. Box 426, Kampala.	11th Nov 2013	11th Nov	21st Nov	Accomplished
9	The Refugee Law Project Plot 9, Perry Gardens, Old Kampala. P.O. Box 33903, Kampala.	11th Nov 2013	13th Nov	13th & 18th Nov	Accomplished
10	Kawempe Division Legal Rights Initiative Kakungulu Zone, Kawempe P.O. Box, Kampala	11th Nov 2013	13th Nov	21st Nov	Accomplished

11	Facilitation for Peace and Development Plot 2, Kyoga Road, Lira. P O BOX 73, Lira.	11th Nov 2013	6th Dec		Accomplished
12	Justice and Rights Associates Plot 117/119, Panganini Road,Kitgum. P.O. Box 58, Kitgum.	12th Nov 2013	18th Nov	21st and 22nd Nov	Accomplished
13	World Voices Uganda Kyengaju House, Kagadi P.O. Box 32 Kagadi Kibaale	11th Nov 2013	12th Nov	22nd Nov	Accomplished
14	Action for Poverty Reduction & Livestock Modernisation in Karamoja Moroto – Soroti Rd., Katanga P.O. Box 75, Moroto.	11th Nov 2013	18th Nov	20th and 21st Nov	Accomplished
15	Omaniman Community Development Initiative Kangole-Lorengetwat Rd. P.O. Box 44, Moroto.	11th Nov 2013	9th Dec		Partially done
16	Muslim Centre for Justice and Law Zoek House Plot 992, Kitante North Road. P.O. Box 6929, Kampala.	11th Nov 2013	25th Nov 2013		Declined
17	Association of Women Lawyers in Uganda Plot 11, Kanjokya Street, Kamwokya. P.O. Box 2157, Kampala.	11th Nov 2013	11th Nov	19th , 18th & 20th Nov	Accomplished
18	LDC Legal Aid Clinic Law Development Centre Makerere Hill Road. P.O. Box 7117, Kampala.	11th Nov 2013	25th Nov 2013	3rd Dec	Accomplished
19	Platform for Labour Action Plot 66, Kanjokya Street, Kamwokya. P.O. Box 9714, Kampala.	21th Nov 2013	25th Nov 2013	4th Dec	Accomplished
20	The Uganda Land Alliance Plot 1521, Mawanda Road, Kamwokya P.O. Box 26990, Kampala.	11th Nov 2013	11th Nov	12th & 13th Nov	Accomplished
21	The Uganda Network on Law, Ethics, and HIV/AIDS Plot 194, old Kiira Road, Ntinda. P.O. Box 70269, Kampala.	11th Nov 2013	13th Nov	12th & 13th Nov	Accomplished
22	Action Against Violence Plot 325, Kiwatule - Najjera Road P.O. Box 20132 , Nakawa	11th Nov 2013	11th Nov	14th Nov	Accomplished

23	Land and Equity Movement in Uganda Plot 93/95, Bukasa Road, Namuwongo P.O. Box 23722, Kampala	11th Nov 2013	13th Nov	25th Nov	Accomplished
24	Association of Human Rights Organisations Plot 33, Mugurusi Road, Fort portal P.O. Box 541	11th Nov 2013	18th Nov	20th Nov	Accomplished
25	War Child Canada Plot 3, Erayonia Road, Kanyagoga P.O. Box 275 Gulu - Uganda	11th Nov 2013	18th Nov	25th Nov	Accomplished
26	Acid Survivors Foundation of Uganda USDC House Plot 1, Bukoto Street, Kamwokya. P.O. Box 2159, Kampala	11th Nov 2013	11th Nov	12th Nov	Accomplished
27	Advocates for Public International Law Uganda 2nd Floor Rainbow Arcade, Plot 2 C, Kampala Road	11th Nov 2013	13th Nov	29th Nov	Accomplished