

Five Year Strategic Plan

July 2015 – June 2020

A Centre of Legal Aid Excellence

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List of Abbreviations and Acronyms

A2J	Access to Justice
ADR	Alternative Dispute Resolution
AGM	Annual General Meeting
AHURIO	Association of Human Rights Organisations in the Rwenzori
	Region
CSOs	Civil Society Organizations
DCC	District Coordination Committees
DCI	Defence for Children International
DGF	Democratic Governance Facility
FAPAD	Facilitation for Peace and Development
FHRI	Foundation for Human Rights Initiative
FIDA	The Uganda Association of Women Lawyers
HUGGO	Human Rights and Good Governance Liaison Office
HURIFO	Human Rights Focus
JCs	Justice Centres
JLOS	Justice Law and Order Sector
JURIA	Justice and Rights Associates
KIDDP	Karamoja Integrated Development and Disarmament
	Program
LABF	Legal Aid Basket Fund
LAMIS	Legal Aid Management Information System
LAPD	Legal Action for Persons with Disabilities
LASPNET	Legal Aid Service Providers Network
LASPs	Legal Aid Service Providers
LC	Local Council
LCC	Local Council Courts
LEMU	Land and Equity Movement Uganda
M&E	Monitoring and Evaluation
MoJCA	Ministry of Justice and Constitutional Affairs
MOU	Memorandum of Understanding
NCG	Nordic Consulting Group
NGOs	Non- Governmental Organizations
NUSAF	Northern Uganda Structural Adjustment Fund
PAS	Paralegal Advisory Services
PDAU	Public Defenders Association of Uganda
PLA	Platform for Labour Action
PRDP	Peace, Recovery and Development Program
RLP	Refugee Law Project
SIP	Strategic Investment Plan III
UCLF	Uganda Christian Lawyers Fraternity
ULC	Uganda Law Council
ULS	Uganda Law Society



Foreword

The Legal Aid Service Providers Network (LASPNET) is a Non Government Organization (NGO) established in Uganda to harness strength and sustain synergies across the country among non-state legal aid service providers to complement Government of Uganda's efforts to enhance access to justice. This is the second strategic framework that represents a roadmap that LASPNET intends to follow over the next five years in the process of providing coordinated and equitable legal aid services. The development of the July 2015 - June 2020 Strategic Plan aligns the strategies of LASPNET with the Justice, Law and Order Sector (JLOS) Strategic Investment Plan 2011/12 - 2016/17. While a robust and harmonized legal aid legal and policy framework is still in the offing in form of draft, there are enabling laws, regulations, policies and national sector strategic plans that continue to inform legal aid service provision in Uganda. These include the 1995 Constitution (as amended 2005) Article 28 (3) (e), the Civil Procedure Rules (Statutory Instrument No. 71-1, the Advocates (Pro bono Services to Indigent Persons) Regulations No. 39 of 2009, the Advocates (Students Practice) Regulations, 2004, the Advocates (Amendment) Act 2002 and Regulations and the Advocates (Professional Conduct) Regulations 1977.

The development of this Strategic Plan (July 2015 - June 2020) has been informed by the review of national legal and JLOS sector documents, lessons have been drawn from different development partners and stakeholders, and input from members of the Board of Directors, volunteers and staff. The strategic plan builds on LASPENT's unique strengths, experiences and network of partners within Uganda. It also reaffirms the network's commitment to take risks and demonstrate results by coordinating and networking LASPs to meet the increasing demand for accessible and equitable legal aid services. The Strategic Framework focuses not only on non-state legal aid actors but state institutions mandated to provide justice to all citizens. Effort will as well be put in supporting strategies to enable the network deliver on its mandate. It is our aspiration that during the planning period, through commitment of LASPs, staff and collaboration with stakeholders, we shall expand our network to reposition LASPNET and its members as the leading think tank and advocates of legal aid services in Uganda.

Mr. Samuel Herbert Nsubuga, Chairperson, BOARD OF DIRECTORS



Acknowledgement

The development of this Five-Year Strategic Framework was participatory, extensively consultative and inclusive of the Board of Directors, LASPNET members, management, staff and key stakeholders. We greatly acknowledge the stakeholders' input and financial support of the Democratic Governance Facility (DGF), LASPNET members and non-members and Justice, Law and Order Sector (JLOS) towards this noble process.

On behalf of the LASPNET Board of Directors and Management, we present to you a consensus developed and invite all our internal and external stakeholders to regularly use the Strategic Framework to guide their work while combining urgency with innovations and focus with results. May we execute the Framework with the same enthusiasm, commitment and understanding that we brought into the planning phase.

Sylvia Namubiru Mukasa, Executive Director,



EXECUTIVE SUMMARY

LASPNET was established in 2004 to provide strategic linkages and a collaborative framework for the various Legal Aid Service Providers (LASPs) in Uganda and maintain a common front to relevantly interface with the Justice, Law and Order Sector (JLOS) on access to Justice and rule of law. LASPNET has remained strategically focused in the last five years and grown from building its own capacity to strengthening its members. With the expiry of the previous strategic plan in June 2015, LASPNET embarked on a participatory process to design its strategic direction for the next five years.

Uganda is home to 34.9 million people and one of the poorest countries in the world. Majority of Ugandans struggle to survive and provide the basic necessities for their families amidst reducing resources and narrowing access to justice. Uganda is a signatory to several international and regional human rights treaties, conventions and legal aid declarations. The Uganda legal system recognizes that legal aid is a human right, however, this right has not been strategically realized by government interventions and its mainly civil society organisations that utilize donor funds to provide legal aid services. The key drivers of legal aid are; lack of harmonized legal and policy framework, limited coordination and networking among public and non-state actors to improve standards, access, share and implement best practices, increasing cases of rights abuses against the vulnerable populations and restriction of funding by both public and donor agencies.

LASPNET's vision is "a free and just society" and the mission statements is to "Provide platform for effective networking and collaboration to enhance legal service delivery and access to justice by the most vulnerable and marginalized people". It will adopt a theory of change that provides interventions that are linked to the vision and mission for early and intermediate accomplishments, setting the stage for producing longrange results (outcomes and impact). The core values include: Access to Justice, Teamwork, Commitment, Integrity, Collaboration, Accountability, and Non-discrimination. The primary target is the members, the public sector involving JLOS divisions and the private sector. LASPNET is mandated to operate nationally and attracts members from different regions and districts to provide a national character that strengthens the network.

The strategic objectives are; strengthening advocacy for supportive legal aid, harmonised legal and policy framework and promoting research and knowledge management for legal aid advocacy and planning. Others include; enhanced networking and coordination of LASPs in promoting professional standards for service provision, collective voice and advancing the legal aid agenda and institutional development of LASPNET through effective and efficient, functioning, organizational systems that provide sustainability. LASPNET will need to develop a Resource Mobilisation Strategy and restructure the organogram. The strategic plan will require mobilisation





of Ushs. **7,608,955,000=** (Uganda Shillings Seven Billion, Five Hundred Eighty Three Thousand, Nine Hundred Fifty Five Thousand only) over the five year period.



CHAPTER ONE: Introduction

1.0 Background

The Legal Aid Service Providers Network (LASPNET) is a Non-Governmental Organization. It was established in 2004 to provide strategic linkages and a collaborative framework for the various Legal Aid Service Providers (LASPs) in Uganda and maintain a common front to relevantly interface with the Justice Law and Order Sector (JLOS) on access to Justice and rule of law.

LASPNET champions three critical aspects of coordination:

- i. A collective role of bringing together different LASPs in solidarity for strategizing, sharing lessons and experiences, while minimizing duplication;
- ii. A capacitating role of ensuring improved quality standards among LASPs but also linking international / regional developments on legal aid to national interventions;
- iii. A supportive role of documenting, providing needed feedback, and amplifying voice on key issues regarding access to justice and legal aid at regional and national levels.

The LASPNET programme framework mainly focuses on improving the quality, capacities, and standards of LASPs in Uganda as well as building the much needed voice on pertinent issues and sustain institutional linkages with state actors so as to effectively complement government's efforts in enhancing access to justice for the poor, marginalized, and vulnerable persons.

1.1 Justification and Purpose

LASPNET is desirous of a strategic direction that is in line with the prevailing legal and policy framework and keeping focused on the current and potential trends on legal aid provision in Uganda and internationally. The just ended strategic plan, June 2010 – July 2015 was reviewed and several recommendations provided that spearhead the strategic thinking of realigning LASPNET's focus to the JLOS Strategic Investment Plan, 2011/12-2016/17, members' expectations and the needs of the target beneficiaries of legal aid.

1.2 Process of Developing the Strategic Plan

This Strategic Plan was developed through a participatory process involving the Board members, staff, LASPs, JLOS Secretariat, funding agencies and partner organizations. The process was facilitated by a Consultant- Promise Consult International (PCI). The process commenced with desk review of two mid-term reports, international, regional and national legal and policy instruments, LASPNET's institutional policies and guidelines provided information to assess the situational analysis and trends in legal aid in Uganda. This was followed by nation wide consultations among LASPNET members, non-members, JLOS Secretariat, judiciary and development



partners using key informant interviews. A one-day consultative workshop was held involving the Board of Directors and the secretariat to enlist their views on the strategic directions that LASPNET should pursue. To ensure stakeholder buy-in, the draft strategic plan was validated by members and partners before it was reviewed and endorsed by the Board of Directors and adopted at the Annual General Meeting (AGM).

1.3 Structure of the Document

This Strategic Framework is presented in six main chapters: The first chapter gives the background of LASPNET, justification and purpose for the strategic plan and process of developing it. Chapter two analyses the contextual information and trends of national and international legal aid operational framework. This provides an overview of the 5-Year Strategic Framework in the context of legal aid and situates the Strategic Plan in the context of national response and the place of LASPNET within the national context of JLOS. The third chapter dwells on key strategic drivers that either support/ promote (Strengths and Opportunities) or negatively affect (weaknesses and threats) LASPNET from achieving its mission, goals and objectives. The fourth chapter describes the strategic identity, vision, mission, core values, and guiding principles. Chapter five details the strategic direction, which focuses on implementation strategies to achieve the strategic objectives and produce the desired outcomes as guided by the Theory of Change. The sixth and last chapter deals with strategic measurements indicating the targets and annual indicators. The annexes have attachments that include a costed Implementation Plan/Budget, analysis of actors involved in legal aid work, analysis of funding environment, and restructured and project organogram and references.

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CHAPTER TWO:

Legal Aid Contextual Analysis

2.1 Context and Trends on Legal Aid in Uganda

According to the provisional census results 2014,¹ Uganda has a total population of 34.9 million, an increase of 10.7 million from the 24.2 million 2002 census statistics. The census revealed a sex ratio of 94.5 males per 100 females with 174 persons per square kilometer up from 123 in 2002. Uganda is one of the poorest countries in the world, with people throughout the country struggling to survive and provide the basic necessities for their families. The proportion of Ugandans living in extreme poverty (less than US \$ 1 per day) is at 19.7% ². Whereas the progress to development is commendable, much remains to be done to improve delivery of quality basic services to the people of Uganda, as well as improve the income and secure the livelihood of the approximately 43% of the population that is at risk of falling back into poverty. Given the rapid population growth rate of 3.2% per year, the number of people living in extreme poverty is actually increasing.

Legal aid is recognized in policy, planning and resource allocation forums as a vital component of access to justice. Performance of the JLOS sector now includes progress towards establishing a functional legal aid system. The collectivization of providers and funding has reduced duplication and wastage of resources. Important, too, is to ensure that those in most need are identified and that deliberate strategies are devised to guarantee their access to legal aid services. Innovations in expanding access are numerous and are informing the development of the national legal aid policy. The reintroduction and enactment into law of the requirement for mandatory pro bono services to be provided by practicing advocates, the expansion of paralegal advisory services, the piloting of justice centers (based on the South African model) and exploration of the intersection between the formal and informal justice systems are all geared towards improving access to justice for the poor and marginalized groups.

According to NDP, 2015/16 -2019/20, the Justice Law and Order Sector (JLOS) focuses on a holistic approach to improving access to and administration of justice through a sector wide approach to planning, budgeting, programme implementation and monitoring and evaluation. The sector focuses on: improving the legal, policy and regulatory environment that is conducive for doing business to create wealth and employment; enhancing access to JLOS services particularly for vulnerable persons; rights promotion in order to ensure accountability, inclusive growth and competitiveness in Uganda; and fighting corruption. As the Government develops a legal aid policy (final draft-2012), experiences from previous projects and the inputs of civil society organizations are informing the formulation process. While government acknowledges the

¹ UBOS (2015), Provisional 2014 National Census of Uganda

² Poverty Status Report, 2014, Ministry of Finance and Economic Development



benefits of legal aid service provision through the country strategy for the administration of justice, law and order as outlined in the JLOS Strategic Investment Plan III, progress in terms of implementation is very slow.

There are still outstanding challenges to the sector. One is the systematic domestication, implementation and fulfillment of international, regional and national human rights obligations. Two relates to the timely enactment of key bills into law particularly those that have faced excessive process delays. Three is the creation of legal and procedural awareness and lastly the provision of resources necessary for the effective enforcement of enacted legislation. In addition, the levels of legal and rights awareness among the population served by JLOS institutions remain low. Procedures of access and mechanisms to obtain redress remain largely unknown to users limiting the demand side ability to assert and claim their due entitlements from the JLOS system.

2.2 Legal and Policy Supportive Framework

Legal aid is the provision of legal assistance to people otherwise unable to afford legal representation and access to the court system. Legal aid is regarded as central in providing access to justice by ensuring equality before the law, the right to counsel, the right to fair trial and that justice is not delayed. Legal aid is both a right in itself and an essential precondition for the exercise and enjoyment of a number of human rights, including the rights to a fair trial and to an effective remedy.³ Legal aid represents an important safeguard that contributes to ensuring the fairness and public trust in the administration of justice. 'Legal aid' is the provision of free legal services the scope of which varies from country to country.

2.2.1 International and Regional Frameworks on Legal Aid

The International Convention on Civil and Political Rights (ICCPR) under Article 14(1) guarantees equal rights for every individual before any court or tribunal and emphasizes the need for the state to provide legal aid to ensure a fair hearing. Article 14(3) of the ICCPR provides for the right to legal assistance without payment if a person does not have sufficient means to pay for it. The state therefore has a responsibility to promote legal aid through provision of legal aid services to those persons that can't afford it. Article 17 of the Convention on the Rights of the Child states that children deprived of liberty have the right to prompt access to legal and other appropriate assistance before court or other competent, independent and impartial authority and to a prompt decision on any such action. The Convention on the Elimination of All forms of Discrimination Against Women provides under Article 2 (c) that states have a duty to establish legal protection of the rights of women on an equal basis with men and ensure through competent tribunals and other public institutions the effective protection of women against any act of discrimination. Article 7(1)(c) of the African Charter on Human and Peoples Rights provides for the right to defense, including the right to be defended by counsel of one's

³ Ms. Knal UN Special Rapporteur, GENEVA (30 May 2013)



choice. Article 17(2) of the African Charter on the Rights and Welfare of the Child notes that every child accused of infringing any penal law shall be accorded legal and other appropriate assistance in the preparation and presentation of his/her defense. Article 8 of the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa⁴ enjoins states to take all appropriate measures to ensure effective access by women to legal services including legal aid. The African Youth Charter under Article 18 (f) provides for the right of every young person (accused and convicted) to a lawyer.

The 2004 Lilongwe Declaration⁵ broadened the definition and meaning of legal aid 'to include legal advice, assistance, representation, education and mechanisms for alternative dispute resolution.' The Declaration emphasizes the role of states in strengthening structural and administrative mechanisms in the criminal justice system for provision of legal aid services. The Dakar Declaration reaffirms the commitment of states to the implementation of provisions on the right to a fair trial and legal aid in Africa.

The United Nations Basic Principles on the Role of Lawyers⁶ obligates governments to ensure the provision of sufficient funding and other resources for legal aid to the poor and disadvantaged persons. The Principles also urge professional associations of lawyers to cooperate in the organisation and provision of legal aid facilities and other resources. The United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems' emphasize that legal aid is the foundation for the enjoyment of other rights, including the right to a fair trial.

Some of the international and regional instruments that Uganda has signed and or ratified that provide for the right to legal aid include; the International Convention on Civil and Political Rights, the Convention on Economic, Social and Cultural Rights and the African Charter on Human Rights. Various United Nations Guidelines, Declarations/Resolutions have been developed to strengthen implementation of the right to legal aid codified in the international treaties. Declarations/resolutions include: the 1996 Kampala Declaration on Prison Conditions, the 1997 Kadoma Declaration on Community Service Orders in Africa, the 2002 Abuja Declaration on Alternatives to Imprisonment, the 2002 Ouagadougou Declaration on Accelerating Prison and Penal Reform in Africa, and the 2004 Lilongwe Declaration on Accessing Legal Aid in the Criminal Justice

⁴ Article 8, Protocol to the African Charter on the Rights of Women in Africa Maputo Protocol.

⁵ Lilongwe Declaration on Accessing Legal Aid in the Criminal Justice System in Africa. See Conference on Legal Aid in Criminal Justice: the Role of Lawyers, Non-lawyers and other services providers. Lilongwe-Malawi, November 22-24, 2004.

⁶ Basic Principles on the Role of Lawyers '8th United Nations Congress on Prevention of Crime and the Treatment of Offenders, Havana 27 August - 7 September' 1990 UN DOC.A/ CONF.144/28/Rev.1 at 118 (1990).

⁷ United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems adopted at the 67th session of the United Nations in 2012.



System in Africa.

2.2.2National Legal Framework on Legal Aid – Current Operating Environment The National Constitution 1995 (as amended) provides under Article 28(3) for legal aid for capital offenses where the maximum penalty is death or life imprisonment. The state has an obligation to provide legal representation at its expense to every person charged with any offence, which carries a sentence of death or imprisonment for life. Section 2 of the Poor Persons Defence Act⁸ requires the state to provide legal aid where it appears desirable or in the interests of justice that a prisoner should have legal aid in preparation and conduct of his defense at trial. The Advocates (Legal Aid Services to Indigent Persons) Regulations of 2007 define legal aid as the provision of legal advice or representation by a lawyer, an advocate or a paralegal to a client at no cost or at very minimal cost. Regulation 21 provides that legal aid shall include legal advice, representation in court or tribunal in civil, constitutional or criminal matters, mediation, negotiation or arbitration, legal education or awareness.

Section 3 (e) of the Advocates Act, 2002 mandates the Uganda Law Council to exercise general supervision and control over legal aid service provision in the country⁹. The Advocates (Amendment) Act of 2002 under section 15A mandates lawyers to provide legal services pro bono to indigent persons. The Advocates (Pro Bono Services to Indigent Persons) Regulations, No. 39/2009 compel advocates to provide a minimum of 40 hours free services per year or make payment in lieu thereof. The Advocates (Student Practice) Regulations 2004 provide that students at the Law Development Centre may also provide unpaid representation to indigent persons in the Magistrates Courts under the supervision of a lawyer with a valid practicing certificate. The Poor Persons Defence Act, Chapter 20, Laws of Uganda is the parent law on legal aid service provision in the country. Section 2 provides that:

"Where it appears for any reason that it is desirable, in the interests of justice, that a prisoner should have legal aid in the preparation and conduct of his or her defence at his or her trial and that the means of the prisoner are insufficient to enable him or her to obtain such aid a certifying officer, upon the committal of the prisoner for trial; or a certifying officer at any time after reading the summary of the case submitted at the committal proceedings, may certify that the prisoner ought to have the legal aid, and if an indictment is filed against the prisoner and it is possible to procure an advocate, the prisoner shall be entitled to have an advocate assigned to him or her."

The Poor Persons Defence Act is meant to guarantee access to justice and fair trial to all persons including those that are not able to afford

⁸ Cap 20, Laws of Uganda, 2000.

⁹ Section 3 (e) Advocates Act, Cap 267 (as amended by Act No. 27 of 2002).

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a lawyer. Section 3 provides that advocates who provide time under the Act will be paid out of the monies provided by Parliament and determined by the trial judge. The JLOS Strategic Investment Plan III 2012/3-2016/7 provides a unified policy and programmatic sectoral response to administration of justice and law enforcement in Uganda. JLOS SIP III provides a platform and spring board upon which the Government of Uganda, all sector institutions, development partners and Non State Actors shall harness their five year programs, strategies and activities. Therefore, it states that it will "institutionalize the provision of legal aid services across the country" and "implement a 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"¹⁰. Among the interventions enshrined are setting up a regulator, capacity development of legal aid institutions, awareness programmes, promotion of use of paralegals, strengthening of bro bono function of Uganda Law Society and finalizing the ADR regulations. This forms fundamental advocacy areas that government has committed itself on and LASPNET must task it to show progress on their implementation.

2.2.3 Problem Statement: Current Status of Access to Justice in Uganda

Uganda has developed a semi-comprehensive legal framework on legal aid and access to justice with a host of legal instruments and institutions. The Constitution in particular does to a large extent provide the citizens with the normative protection for access to justice. Attempts have been made to develop sound institutional mechanisms, through the creation of the Justice Law and Order sector (JLOS), in order to promote an integrated framework for the rule of law and access to justice¹¹. In the rural areas where 80% of the population resides, access to justice remains limited due to numerous factors such as great distance between criminal justice providers and the rural communities, transport costs to get to the justice institutions, lack of knowledge about the justice processes among others. 80% of the households were more than 10km away from the High Court, 66% were away from the District land tribunal, Only 1% were 1Km way from the High Court, 3% and 4.3% were 1km or less away from the District Land Tribunal and Magistrates' Court respectively.¹² Funding for legal aid is also very limited, according to the draft national legal aid policy,¹³ barely US\$ 1 cent is spent on legal aid. A poor Ugandan is made poorer when his land is grabbed, his inheritance stolen or a husband abandons a wife with no maintenance for their children.

However the normative protection of access to justice through the law is undermined by a widening gap between the legal framework and the law on paper, and the law in practice. Secondly, while there have been substantive efforts in strengthening the institutional mechanisms to

php/2012-09-25-13-11-16/our-history

¹⁰ Third JLOS Sector Investment Plan, 2011/12-2016/17, page section 80

¹¹ JLOS (2012b) JLOS Our History [Online]. Available from: http://www.jlos.go.ug/index.

¹² National Service Delivery Survey (2004).

¹³ Draft 6 of the National Legal Aid Policy, Page 4.



enhance access to justice, a range of notable obstacles exist ranging from adult literacy rate which stands at 66.8%, corruption, 28% of the population living under the poverty line, the legal and social needs are immense.¹⁴ There are only 1,700 advocates registered with the Uganda Law Society, however the number in actual practice is much lower. There is an acute shortage of legal practitioners in rural areas of the country, with the vast majority of lawyers (estimated 85%) being concentrated in Kampala, and most of the others serving the other main towns.¹⁵ It is estimated that about 16% of the entire population has access to full-time legal representation by lawyers. This means that about 84% of the population of Uganda (over 24 million people) do not have adequate access to lawyers and have to rely on other forms of assistance when dealing with their disputes.¹⁶ This clearly limits access to justice especially among the rural and poor folks. Those living in or on the edge of poverty, have the fewest resources to manage the socio-economic shocks of an injustice, such as land encroachment/ grabbing, stolen/disputed inheritance, family conflict/break-up, or an order of the court which places them in custody because they do not know how to access bail or lack the means to afford a cash bail.¹⁷ The costs for retaining private advocates are notoriously high for the ordinary person to afford hence making them vulnerable to multiple injustices such as loss of property and abuse. Corruption has also led to the general lack of trust by the people in the justice system.

Lack of awareness, fear and intimidation of the court and police environment coupled with inadequate knowledge about the legal procedures and their rights are common limitations to access to justice. Although many women and children in rural areas suffer hardships like rape, harsh treatment and property rights abuse, most of these cases are never reported to police nor presented to court due to lack of awareness about where to report injustices and how to present cases for judicial action.

Legal aid interventions to mitigate and limit these excesses are being provided by both state and non-state actors. Legal aid is the provision of free legal services, in Uganda legal aid is directed at free legal representation for accused persons in capital cases. Article 28(3) (e) of the Constitution makes provision for legal representation at the expense of the State in the case of any offence that carries a sentence of death or imprisonment for life. Non-state legal aid service providers have been at the forefront of the delivery of services and growth of this sector.¹⁸ Various schemes have been put in place to provide legal aid services by the State and some of them

¹⁴ The World Bank requests that all outputs from PovcalNet should cite the source as "PovcalNet: the online tool for poverty measurement developed by the Development Research Group of the World Bank" and provide the web link to PovcalNet: http://iresearch.worldbank. org/PovcalNet/.

¹⁵ Draft 6 National Legal Aid Policy, page 12

¹⁶ ibid

¹⁷ ibid

¹⁸ Presentation at the 2nd National Legal Aid Conference by the Ag. Senior Technical Advisor, Justice Law and Order Sector. Thursday 26th June, 2014



include; the Judiciary State Briefs Scheme which seeks to operationalise the provisions of the Constitution. Under this scheme, the judiciary receives funds in its budget for state briefs. The court registrars invite advocates to take on cases. The advocates are then paid as determined by the Judge based on the complexity of the case and duration of the proceedings. The state brief scheme has ensured that accused persons, who would otherwise not have been able to afford a lawyer are represented and provided with a fair trial. The scheme only covers the trial proceedings and does not extend to advice or representation at the appeal level. The challenge with this scheme is that the most senior and experienced lawyers avoid taking on state briefs as they consider them time consuming and not lucrative. Therefore many of the lawyers appointed may not have the skills commensurate with the seriousness of the offence. Similarly, lawyers are often appointed at short notice, shortly before the trial commences and therefore do not spend sufficient time with their clients to prepare their case. The fees are low and there are no incentives built into the scheme to encourage the take up of such cases. Unfortunately, the scheme excludes those charged with serious non-capital offences in the lower courts who nevertheless face long prison terms. Another intervention by the state is the Justice Centers Uganda Program. This is a project of the Justice Law and Order Sector to provide a one-stop facility for the provision of various legal aid services. The Justice Centers are staffed by lawyers, paralegals and persons trained in psycho-social services and use three approaches namely -delivery of legal aid through clinics; community outreach model; and human rights advocacy. The Centers provide legal advice, representation, alternative dispute resolution, counseling, referrals, legal awareness creation and advocacy. The Justice Centers have diversified the state provided services and have provided a holistic (criminal, civil and support services) approach to legal aid service provision. The centers are limited to a few areas (Lira, Tororo, Masaka, Hoima and Mengo)¹⁹ and are therefore overstretched.

The Uganda Human Rights Commission provides legal advice, mediation, investigation and adjudication of human rights violations. The Commission has offices throughout the country that conduct investigations and mediate matters to facilitate amicable settlement of a wide range of matters.²⁰ The Tribunal adjudicates on matters involving violation of rights and its decisions are enforceable in the same manner as Court decisions. The Commission does however still face challenges in the enforcement of its decisions, particularly payments of compensation and its mandate is limited to human rights violations. Another legal aid initiative is the probono scheme of the Uganda Law Council. The Advocates Act provides for the probono legal aid scheme under which free legal services or payment in lieu of services is provided by Advocates. The Scheme is overseen by the Law Council and it seeks to enable the indigent to benefit from the skills of senior and professional advocates and widens the available pool of legal professionals to provide legal aid services. Effectiveness of the scheme is

¹⁹ http://www.justicecentres.go.ug/index.php/2014-11-27-11-30-03/about-us

²⁰ http://www.uhrc.ug/regional-offices



however limited due to lack of clarity on who pays fees and the mandatory nature of the scheme, which has been challenged by advocates. There are other state structures that provide legal assistance and advice including the probation and social welfare services, the child and family protection unit of the Uganda police, the Administrator General's office, Local Council Courts, and the Judiciary e-justice platform – a web based platform for legal aid service provision, self-help mechanism, faster processing of complaints and information source for non-state actors.²¹

Legal aid and assistance provided under state initiatives is limited in scope, and the different schemes operate independently of each other and independently of non-state actors. There is no overarching mechanism to oversee all the different models which ultimately results in duplication of services. Over the years, the state funded initiatives on promoting legal aid and assistance have been re-enforced by the services of non-state actors. Non-state actors providing legal aid and assistance operate at different levels including national, mid-level and at the grassroots. A good number of the non-state actors work within a coordinated framework under the Legal Aid Service Providers Network (LASPNET).

2.3 Review of LASPNET Strategic Plan 2010-2015

The evaluation process and rapid analysis of the Network's performance revealed that LASPNET had effectively mobilised its members and engaged in the legal aid policy and legal aid bill development process. That two internal LASPNET policies (Financial and Human Resources) had been developed and finalized. Board and the Annual General members meetings regularly convened, but not all members attend all the time. Capacity building workshops for members held but require clear strategy, participatory decision making implemented through the Annual General Meeting and Board representation, some linkages with various justice delivery schemes and institutions realised at basic level. Members' common thematic fora initiated through clusters and working groups.

The review recognized that LAPSNET has grown in strength as per its mandate, there were challenges and lessons highlighted that should be taken note of to inform future action which include;

- 1. Limited funding that calls for diverse resource mobilisation as a precondition for sustainable program implementation and mitigation of un-guaranteed donor funding risks.
- 2. Successful resource mobilisation and development of partnerships largely driven by the existence of a demonstrable record of good corporate governance, effective programmes performance and self-evident deliverables.

²¹ National Legal Aid Conference presentation



- 3. Legal aid based technical programs implementation and support to the members was not balanced and focused. Programs implementation based on the institutional strategic plan is crucial for balanced institutional growth and development.
- 4. Strategic plan design was not evidence based therefore implementation should have enabled appropriate setting of targets, performance benchmarks and clear attribution of success.
- 5. Limited research, knowledge creation and innovation which are critical for building a value based visibility, advocacy for reforms and institutional relevance.
- 6. Low level of meetings that require a strong, balanced and committed Board of Directors is crucial for effective supervision, performance and accountability of the Secretariat.
- 7. Few LASPs annually renew membership and engagement is low thus relevant shared value propositions and regular participation of the members of the Network are important for building strong relations and cohesion among the members.
- 8. LASPs and potential members not attaching value addition to their membership hence sustainable relationships and cohesion between the LASPNET Secretariat and the members can be strengthened through mutually beneficial collaborations and interventions.
- Scanty utilisation of Human Rights Approach to programming calls for its mainstreaming and applying it to development, accountability and results based management crucial for effective program implementation and meeting multiple stakeholders' expectations.
- 10. Relationship with line sector was weak thus a tripartite engagement of LASPNET, JLOS and Development Partners can go a long way to promoting legal aid, enhancing access to justice and ensuring justice for all.

These lessons inspired several recommendations with an aim of providing remedial steps to the identified challenges and strengthening the existing good practices. The review recommended improved internal governance and prioritising program activities that have a direct bearing on promoting legal aid in a systematic way, open up its strategic focus with greater accountability and members' participation and apply results based management, especially at the Secretariat. Currently the Network is viewed as improving and relevant by especially the budding and medium size LASPs, however, the established independent LASPs struggle to identify the value return that the Network offers by reason of their affiliation. Some members are in the Network just to conform. There has to be recognition of value in investment by majority if not



all members of LASPNET. Externally, the Network should demonstrate its relevance and attractiveness for partnership through its deliverables and programs implemented. The JLOS and Development Partners are critical stakeholders that will not settle for mediocre performing partnerships.

The LASPNET members and Development Partners must hold the Network accountable on more substantive and strategic deliverables. It is not sufficient that the Network Secretariat is pre-occupied with organising and implementing events and activities without strategically tracking outcomes and impact. The routine of organising trainings, workshops, and legal aid open weeks should have tracer follow up to assess impact as the best accountability for investment of resources deployed. Engage in research to gain meaningful influence of reforms and development.

LASPNET needs to strengthen existing mechanisms, completing institutional development, rolling out strategic and relevant programs, and having the right strategic approach for its engagement. The various stakeholders and management of LASPNET should use this opportunity to reflect on their responsibilities and deliver more effectively.

2.4 LASPNET Institutional Development Capacity Assessment

LASPNET principally focused on institutional development, identification and registration of LASPNET members, mapping the members' thematic areas of focus and laying a foundation for effective engagement. LASPNET has managed to develop its Secretariat but with patched success on the legal aid program implementation front and equally limited visibility with the JLOS sector. LASPNET has realised demonstrable progress in institutional strengthening by setting up an independent Secretariat, developing a few of the key policies and manuals such as; Financial manual, Human Resources policy and procedure manual, increasing its staffing and membership and defining its program path.

However, this has not been balanced with adequate legal aid based technical programs implementation and support to the members. Several capacity building events and activities have been implemented but without a coherent results focused strategy or approach. Therefore, all activities implemented must balance institutional growth and development.

Human Resource Management is a prime resource for effective institutional growth and program implementation. It is sufficient to have a lean team that is focused, effective and results oriented. The Network has to-date retained a combination of administrative and technical staff that are expected to deliver the results intimated under the LASPNET Strategy. However, there have been some concerns about perceived tendencies of fragmented working relations at the secretariat, which have undermined effective service delivery.

With the Monitoring and Evaluation (M&E) strategy and plan missing, LASPNET does not receive regular and standardized reports or information from its

www.laspnet.org



members regarding scope of projects and programs implemented, and the level of impact realized. In turn, JLOS expects to receive from LASPNET collated periodic legal aid performance reports for purposes of sector reporting and planning; however these have not been made available. The IIMS project should ensure effective mechanisms of collecting, collating information that is a requisite for devising appropriate internal and external interventions under its mandate. However, LASPs should be encouraged to nurture a culture of information sharing, documentation and effective use across the network.

LASPNET has not succeeded in maintaining a substantial diversity of resources from various development partners. The principle funder for LASPNET is the DGF that provides core support for selected budget lines and activities such that the Network stays functional and operating. However, without extra and diverse funding, the Network will merely exist but will not excel in its core mandate because of inadequate or limited implementation of legal aid based program interventions. Therefore, the resource mobilisation should be pegged on the principle steering document, the Strategic plan while emphasizing programs for transformation of legal aid and access to justice so that efforts are geared towards funding budget rather than activity based/project based as key to sustainability. Spontaneously, LASPNET must graduate into a technical think-tank that is sought to guide the legal aid discourse and an organisation that is regularly organizing events and activities with a strategic knit-through plan.

A review of the LASPNET's Financial Manual reveals compliance and in line with the current international accounting policies and guidelines. Specifically, the Manual meets the General Accounting Acceptable Principles (GAAP) as advised by ICPAU. Thus LASPNET should implement the financial management policy in place to the letter because financial management is central to the credibility of LASPNET as an institution.



CHAPTER THREE: Strategy Drivers

3.1 PEST and SWOT analysis

3.1.1 Political, Economic, Social and Technological (PEST) Analysis

This provides for identification of key "trends, drivers, and forces" in the external environment that are likely to have an impact on the work of the LASPNET in the next five years. The analysis is organized under four categories: Political, Economic, Social, Technological; and thus the acronym PEST. Here is a summary of the factors that were identified.

Ро	litical	Economic	
•	Bills that are reintroduced and passed by government like the disqualified Anti-Homosexuality Act, discourages donors that promote human rights. Key freedoms such as freedom of assembly, of expression and association will be hampered if the NGO Amendment bill is enforced. Rigorous legal regime on key areas of engagement such as Terrorism can be used to suppress opposition.	-	Corruption and fraud in public and private offices. This has led to the withdrawal of some Donor funding, which has constrained CSOs more. Oil Exploration and its supply chain. Populations have and will continue to be evicted from the lands and there is minimal compensation and loss of livelihoods. A good
-	The Public Order Management Act, 2014 - there will be more limitation on social liberties such as freedom of assembly and freedom of speech. This will be so during political campaigns for general election of 2016		flow of oil revenue to the economy, however, if well managed can boost the economy and reduce on the inequality.
•	Uganda's involvement in cross border conflicts with South Sudan, DR Congo and Somalia is likely to increase the influx of refugees; this will put a burden on the justice of Uganda.	•	Increasing youth u n e m p l o y m e n t perpetuating urban-rural migration resulting in rising crime rates in urban areas.
•	Upcoming General Elections in 2016. The country is going to be politically charged with a lot of election related expenditures, violence and abuses.		



Social	Technological
 High population growth of 3.2 % rate per annum; people come to urban centers with no money or jobs and put pressure on the social systems 	 Use internet and mobile phones to share information,
 Including the justice system. Justice and legal aid services, the ratio is low; few people are accessing legal aid services. 	 Increase in number of media outlets both print and electronic allow advocacy
	 Low level of skills and knowledge; this affects dispensing of legal aid and net working.

3.1.2 Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis

Summary of Strengths and Weaknesses

Strengths and weaknesses – which constitute the *internal* environment – are summarized below.

Strengths

- i. A strong, dynamic, committed, talented leadership at the Secretariat in the person of the Executive Director who is well known and respected with a wide network of relationships inside Uganda within Civil Society and with government as well as regional and International connections.
- ii. A seven person committed and experienced governing Board.
- iii. Constitution and Articles of Association to guide actions and affirm as legal entity.
- iv. Diverse knowledge, experience and competences of the membership.
- v. Established resourceful website (www.laspnet.ug), with basic information and an e-library.
- vi. Excellent relationships and collaboration with many other network organizations and with academic and research institutions and individuals.
- vii. Good experience and relatively strong capacity in policy analysis and advocacy.
- viii. Good understanding of policy and advocacy processes and planning; recognize importance of evidence-based advocacy
- ix. Have attracted funding support in the past for programs.
- x. LASPNET has proven to be prudent through its sound financial management that it can be entrusted with resources to produce desired results.



- xi. LASPNET strives to truly function as a network organization such that Secretariat staff is minimized and programs / work activities are organized around thematic groups each one bringing together a sub-group of members and led by one member organization with competence in the thematic area. LASPNET does not want to "compete" with its members.
- xii. Regionally and nationally recognized as a Civil Society leader in the legal aid and JLOS sector.
- xiii. Strong core membership member organizations that are strong on their own, see value in the LASPNET network, and actively promote and participate in LASPNET activities.
- xiv. Structure includes in-country regional platforms so they are connected to communities throughout the country. Strive to connect to grassroots through community dialogues as well.
- xv. Track record of achievements / history of success in promoting dialogue between the government and civil society around issues related to legal aid and access to justice.

Weaknesses

- i. Evidence-based advocacy while recognized as important, needs to be stronger backed with research findings.
- ii. Financial support is limited. LASPNET has no sustainable financial base especially for core operational expenses.
- iii. Funding is still minimal. LASPNET has an uneven history of funding and activities during the recent years.
- iv. Fundraising / resource mobilization strategy/plan urgently needed.
- v. Harmonizing the work of the Network with that of its membership.
- vi. Member organizations lacking social work skills yet legal aid services are predominantly dealing with legal issues.
- vii. Legal aid remains largely geared to service delivery and meeting day to day needs of individuals and communities without sufficiently engaging and empowering them to advocate for change at the community and national levels. Even where CSOs have operated legal aid clinics in communities for years, there is limited evidence in change of practice, improved protection of rights and impact both at the individual and community levels.
- viii. Limited follow up by LASPs in matters handled.
- ix. Membership needs to be regularized, formularized and it needs to be rejuvenated.
- x. There has been an improvement in organisational audits. Weaknesses remain in publishing the reports on time.²²
- xi. Work via the in-country regional platforms not sustained has fallen off in last couple of years and consequently has no connection to grassroots. Members based in rural areas have more difficulty participating.
- xii. No holistic approach aimed at analysing the root causes of disputes and human rights violations in society and devising appropriate strategies.

²² LASPNET Organisational Capacity Mapping report, 2014 page 15





- xiii. LASPs have not sufficiently engaged and sought the participation of individuals and communities in identifying challenges and devising 'home grown' solutions.
- xiv. The Board is not gender balanced with the ED as a female who is an ex-official.
- xv. Member involvement in activities tends to be the same core group

 which indicates consistency although can be a weakness in the
 long run.

Summary of Opportunities and Threats

The opportunities and threats which are part of the external environment are summarized below.

Opportunities

- i. Chances of having many partners (both public and private) joining to provide legal aid services.
- ii. Old funders can be strengthened through designing new engagement methodologies.
- iii. The growing paradigm of blocks, the context is prime for alliances, networks and collaborations.
- iv. Legal aid is a very big issue at different levels especially when attached to human rights protection.
 - v. Make legal aid a political campaign issue if it is to gain prominence.
 - vi. Standardisation of operations and service delivery of LASPs

Threats

- i. Limited number of donors funding legal aid.
- ii. High population growth and migration rates resulting in unemployment, landless, inter-tribal conflicts, cost of living and social cultural transformations.
- iii. Inability to access information despite the presence of the Access to Information Act 2007.
- iv. The Public Order Management Act (2013), will lead to increase in violence among the population especially if it curtails freedom of speech and expression of divergent political views.
- v. Undeveloped policy guidelines on supportive laws/legislation for legal aid.
- vi. Enactment of unfavorable legislations that curtail operation of CSOs like the proposed revision of the NGO Act (Amendment)- NGO Bill 2015 and the revival of Anti-Homosexuality Act 2014 (annulled by Constitutional Court) which have reduced donor funding to the National Budget.

3.2 Key strategy driver statements

The key drivers of this strategic plan are;

i. Lack of harmonized legal and policy framework that facilitates management of legal aid by both the state and non-state actors.



While the legal aid bill and draft policy are in the offing, the process of passing them requires concerted effort by all service providers to continuously lobby government to give it priority.

- ii. Limited coordination and networking among state and non-state actors to improve standards, access, share and implement best practices in legal aid service provision and justice. LASPNET has only 40 subscribed members and the strength of a network lies in its numbers and collaboration to involve all actors including the public, private and civil society. The private advocates are still skeptical about the network as they have not been endeared to the value addition of the network and feel other practioners in legal aid are either competitors or denying them income by offering free legal services.
- iii. Increasing cases of rights abuses against the vulnerable populations due to land pressure, growing oil and gas sector, liberalised economy, electoral violence, corruption, child abuse and neglect, property grabbing, domestic and gender inequality. Poverty, ignorance of the law, negative attitudes and cultural beliefs exacerbate the situation. This is despite the high poverty levels and low rate of professional lawyers against increasing population.
- iv. Restriction of funding by both public and donor agencies. The government has not taken its responsibility of representing its citizens against criminal cases and yet the donors only fund civil cases. Donor funding doesn't take care of all costs i.e transport of witnesses and complainant as cases go beyond the life span of the project. Donor interest is in service provision and less in coordination and networking entities. Lack of a resource mobilization strategy leaves LASPNET with no sustainable base.



CHAPTER FOUR: Strategy Identity

4.1 LASPNET Mandate

The network derives its mandate from strengthening coordination and networking of LASPs, harmonization and standardization of legal aid services provision by the different service providers, lobbying and advocacy for facilitating a favorable legal and policy environment.

4.2 Our Vision for Change

Statement of Vision: A free and just society.

4.3 Our Mission

Statement of Mission: Provide a platform for effective networking and collaboration to enhance legal aid service delivery and access to justice by the most vulnerable and marginalized people.

4.4 Strategic Objectives

- 1. Strengthen advocacy for supportive enactment and implementation of legal aid harmonised legal and policy framework.
- 2. Promote research and knowledge management to support evidence based programming and advocacy for legal aid and access to justice.
- 3. Enhance networking and coordination of LASPs' professional standards, collective voice and advancing the legal aid and access to justice agendas.
- 4. Strengthen institutional development of LASPNET through effective and efficient functional organizational systems that provide sustainability.

4.5 What we Value in our work;

- **4.5.1** Justice; we believe that all human beings are entitled to equality, righteousness, equity or moral rightness.
- **4.5.1 Team work;** We promote collaboration and coordination for delivery of legal aid services among service providers to achieve a common purpose and goal.
- **4.5.2 Commitment**; We are committed to supporting service providers and general citizenry to access justice.
- **4.5.3 Collaboration**; The common link between LASPs is a responsibility of forming a common front in advocacy and service provision as a united entity.
- 4.5.4 Non-discrimination; LASPNET and its members serve all irrespective



of origin, sex, age, disability, race, ethnicity, religious affiliation or geographical location.

4.5.5 Human Rights; Our programmes focus on the rights of human beings as provided for by the UN charter and the constitution of the Republic of Uganda.

4.6 Core Guiding Principles

4.6.1 Human rights approach throughout LASPNET's programming and interventions

- 4.6.2 Evidence based planning and advocacy using research, best practices and models
- 4.6.3 Gender mainstreaming to promote non-discrimination
- 4.6.4 Access to legal aid and justice through JLOS services by the most vulnerable people and communities

4.6.5 Networking and collaboration as the backbone of advocacy and service provision

4.7 The Theory of change

LASPNET's previous strategic plan focused on outputs rather than outcomes hence the reorientation. It has been a result based approach that took into account the output level and encouraged limited assessment against such clear performance benchmarks and results. This strategic plan goes a step further and maps out outcomes as the ultimate result of each intervention.

The theory of change explains how interventions are linked to the vision and mission to provide early and intermediate accomplishments, setting the stage for producing long-range results (outcomes and impact). It articulates the assumptions about the process through which change will occur, and specifies the ways in which all of the required early and intermediate outcomes related to achieving the desired long-term change (vision) will be brought about and documented as they occur.

There are certain characteristics of the approach that LASPNET takes to its work that are important to lay out in this strategic plan. Some of these emerge in the analysis of the LASPNET strengths. These could be called the LASPNET's operating model. These elements are briefly described below.

Firstly, LASPNET as a coalition; an alliance; a network organization, brings together many LASPs under one umbrella and develops a common agenda – in this case, for realizing the right to adequate legal aid in Uganda. As a coalition with a focus on policy influence and advocacy, LASPNET draws



its strength from its membership. It coordinates policy/advocacy work and promotes knowledge sharing and capacity development amongst its member organizations in order to enhance the policy analysis and advocacy work.

Basing on the strength of numbers, the LASPs collectively can have a stronger voice and more power and force than a single organization. Policymaking and advocacy tend to be more effective when various organizations are united under one voice. Furthermore, the competence and expertise from member organizations are often assured. LASPNET secretariat itself may have some expertise on doing advocacy, policy analysis and a versatile skill pool.

LASPNET endeavors to be a strong core network that can champion the right to legal aid and broader access to justice. In order to do this LASPNET will seek to galvanize exiting members and attract more member organizations permitting for broader, inclusive participation from a diversity of LASPs and other stakeholders.

As a network, LASPNET endeavors to galvanize and coordinate LASPs' actions and NOT to compete with member organizations whether for funds, recognition, status or numbers. Coordination of policy and advocacy activities around specific issues is a key function of LASPNET. LASPNET works to build the capacity of members and to facilitate knowledge sharing so that members work together and learn from each other. The network exists to promote the involvement of members and to foster mutually beneficial relationships and synergy in actions using the strengths of individual members that will lead to more impactful results. Therefore, a strong and efficient communication policy and system by LASPNET secretariat with its member organizations is vital.

LASPNET takes a rights based approach and focuses on the right to a fair and just legal system. This basically means that LASPNET recognizes legal aid and access to justice as a human right and believes in the right to legal aid, that individuals and communities should be supported to participate. LASPNET also takes a holistic approach, meaning that it sees legal aid accessibility, availability, stability and utilization as affected by a whole host of factors in the justice system. With a broad representative membership as noted earlier, LASPNET seeks to have the capacity as a network to mobilize members to be active on many of the factors that affect them.

Lastly, as a policy-focused network organization that operates by mobilizing memberships, LASPNET is a small, lean organization with a small staffing structure for its secretariat and modest office and infrastructure needs so that it can operate economically whilst leveraging excellent value for the investments.

It is acknowledged in this strategic plan that these statements are not givens, but rather inspirational goals that are the ideals the LASPNET plans



to achieve from 2015-2020.

The LASPNET is:

- a)A network organization with strength in numbers and expertise from a diverse membership.
- b)A champion for legal aid that galvanizes and coordinates LASPs and other stakeholders to do evidence-based policy analysis and advocacy on a holistic spectrum of issues affecting access to justice.
- c)A small cost-effective organization that leverages members' strengths for increased collective impact on policies and practices related to access to justice.



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CHAPTER FIVE: Strategic Direction

5.1 Target group focus/Diverse membership

The Network will target diverse audiences in implementing the interventions. The primary target is the members, and the public sector involving JLOS divisions and the private sector. Therefore there is need to broaden and strengthen the networking and coordination spectrum to involve all sectors and actors in legal aid service provision. Secondly, LASPNET should attract the private practicing lawyers/advocates, paralegals and civil society to become members by ensuring value addition to such members.

5.2 Geographical focus

LASPNET is mandated to operate nationally and should attract members from different regions and districts to provide a national character to the network. Therefore, it should establish and build capacity of eight (8) focal organizations from East, Central, Eastern, North Eastern, North Central, Central, Mid-Western, South Western and West Nile. While the focus should be national, the human rights abuse prone areas like the Hoima-Masindi-Buliisa, Acholi sub-region (Amuru case) that has oil and land rights violations sometimes by greedy grabbers and government agents. Land conflicts, child abuse and gender based violence are wide spread and rampant throughout the country.

5.3 Outcome statements

5.3.1 Harmonized legal and policy framework providing access to justice

The State has a mandate to provide legal aid to every person charged with a capital offense whose sentence is either death or life imprisonment. This is because due to the nature of the sentence, the accused person should have 'professional' legal representation. This position is rooted in national, regional and international human rights instruments. States are mandated to promote the rights of everyone, especially victims of crime and vulnerable groups, to basic legal advice, assistance and education. They are also mandated to establish an independent national legal aid institution accountable to parliament and protected from executive interference; to ensure the provision of legal aid at all stages of the criminal justice¹ process; to recognize the role of non-lawyers and paralegals and clarify their duties; and to recognize customary law and the role non-state justice forums can play in appropriate cases (such as cases diverted from the formal criminal justice process). The government is therefore under an obligation to formulate legal aid policies, enact national legislation for legal aid service delivery and create institutions and working practices to ensure effective legal aid service provision to all categories of claimants.²

The reality is that many states in Africa lack the necessary resources and capacity to provide legal assistance in criminal cases. This therefore requires States to recognize the impact of the actions by civil society organizations

¹ Handbook on improving access to legal aid in Africa

² Handbook on improving access to legal aid in Africa



in improving access to legal aid in both criminal and civil justice. This calls for promotion of participation of civil society organizations in that endeavor and to cooperate with them, (Economic and Social Council resolution 2007/24).

5.3.2 Evidence based legal aid and access to justice programming and advocacy

LASPNET considers evidence based planning, programming and advocacy as instrumental to effective delivery of its interventions. Therefore thematic research to generate actions for policy development and documentation of best practices will be key in the next five years. Sharing information with LASPs will be another vital component, expansion and replications of successful models and approaches among the network. An advocacy strategy that guides the network will form a strong foundation for achieving a harmonized legal and policy environment.

5.3.3 Effective and efficient Networking and collaboration among LASPs and JLOS.

LASPNET will put information sharing at the fore by implementing a robust strategy among members on legal aid service provision and collective advocacy.

5.3.4 Dynamic and efficient institution

LASPNET will develop and implement a diversification of resources mobilisation strategy to reduce dependency on a few donors. It will develop a lean and effective organization structure that will implement diversified projects and programs, provide capacity building to staff in identified areas through annual human resource development assessments and performance appraisals as well as maintain minimum standards through systems and policies that include financial, human resource and ICT management.

5.4 Implementation Strategies

- i. Advocacy will continue to be an area of focus for legal and policy development around legal aid, access to justice and related issues.
- ii. Research and knowledge management with development of both physical and virtual resource centers in addition to findings on trends in legal aid.
- iii. Capacity development of LASPs is a main expectation that will roll out standards and guidelines for legal aid service providers throughout the country.
- iv. Membership support services. LASPNET will ensure that focus on value of being members is crucial not only to keep those already in the network but to attract others in forming a formidable partnership.



- v. Networking and collaboration among LASPs, with JLOS and other stakeholders.
- vi. LASPNET will strengthen mechanisms of accessing grants for sub granting to LASPs through positioning itself at the apex of legal aid and building its grant management capacity.

5.5 Priority/Focus Programs and Interventions;

5.5.1 ADVOCACY

Goal: Strengthen public, political and financial commitment to, and support for legal aid at all decision-making levels.

Objective 1: Enhance prominence of legal aid within national comprehensive development initiatives resulting in an increase of resource allocation for legal aid.

Interventions:	i. Advocate for increased resource allocation for legal aid programs and services at all levels	
	ii. Organize and participate in events to disseminate legal aid best practices and achievements and demonstrate their links to the wider development agenda	
	iii.Strengthen relationship with Government, key policy makers, donors, NGOs and other influential groups to demonstrate the linkages and importance of legal aid to the broader development agenda (Poverty Reduction Strategies) and by this achieve wider allocation of resources and commodities	
Expected Outcome:	 Increased resources allocated to legal aid including access to justice 	
	ii. Legal aid mainstreamed in national development and policy documents	



Objective 2: Increase community commitment and support for legal aid		
Interventions:	i. Collaborate with public and private sector to solicit support; commitment and share accountability for policy and laws related to legal aid through community scorecards	
	ii. Collaborate with government, private sector, key policy makers and other influential groups (including media, youth groups, women's groups, religious leaders, parliamentarians, professional groups, business groups etc) and work with them to build support for legal aid	
	iii. Coordinate mobilization around key events, conferences, meetings and designated days to raise the profile of legal aid issues and LASPNET's work	
	iv. Develop sub-regional and lower local level advocacy platforms	
	v. Undertake advocacy for formulation of policies and laws that advance access to justice for all	
Expected Outcome:	i. Increased community commitment to legal aid	
	ii. Increased Government commitment (National and Local) on legal aid	



Objective 3: Strengthen capacity of LASPNET and other multi-sectoral stakeholders to advocate for legal aid and access to justice.	
Strategies:	i. Develop and implement a legal aid advocacy strategy
	ii. Engage capable, influential and committed volunteers in legal aid advocacy
	iii. Strengthen existing national legal aid advocacy coalitions at national, regional and district levels
	iv.Strengthen media partnerships to enhance positive coverage of legal aid practices
	v. Research and utilize legal aid information to advocate for formulation of favorable legal aid policies
	vi.Build capacity of LASPs to advocate for legal aid and access to justice
Expected Outcome:	Harmonised and favorable legal aid laws and policies


5.5.2 NETWOKING AND COORDINATION

Goal: A strong, competitive and well placed organization with adequate linkages for collaboration and networking at all levels.

Objective 1: Strengthen linkages with various players in legal aid for effective collaboration and optimal use of available resources.

Interventions:	i. Operationalise existing partnership policy to facilitate realization of desired results
	ii. Engage LASPNET Board to strengthen collaboration and partnership with Government
	iii. Collaborate with different stakeholders to facilitate LASPs in synergizing efforts
	iv. Engage JLOS Secretariat through participation in the sectors activities and those initiated by LASPNET
Expected Outcome:	Optimal utilization of partnerships



5.5.3 RESEARCH AND KNOWLEDGE MANAGEMENT

Goal: Enhance of	rganizational learning and accountability to members
Objective 1: Strer organization	ngthen research and M & E capacity of the
Interventions:	i. Develop and implement Monitoring and Evaluation framework
	 ii. Establish partnerships with stakeholders to conduct research in legal aid, access to justice, rule of law, social justice, governance and human rights related issues
Expected Outcome:	 Availability of quality data and information for decision making
Objective 2: In legal aid inforr	nprove documentation and dissemination of mation
Interventions:	i. Conduct research and produce case studies to inform policy positions and influence policy makers
	ii. Carry out documentation and sharing of experiences, best practices and lessons learned
	iii. Provide media with evidence based information to highlight legal aid and access to justice
	iv. Facilitate data collection, analysis and utilisation for programming
	v. Create demand for information and data use
Expected Outcome:	Increased use of data for decision and policy making



5.5.4 STRENGTHENING INSTITUTIONAL CAPACITY OF LASPNET

	en LASPNET and her members' systems and capacity to egal aid services
Objectives 1: St organization	rengthen the human resource capacity of the
Interventions:	i. Promote good governance and leadership of staff and the board ii. Implement human resource manual
	iii. Review work systems and procedures including staff utilization
	iv. Develop and implement performance management system
	v. Review and implement job evaluation report
	vi. Provide a conducive working environment
	vii. Enhance staff skills and competencies
	viii. Develop and implement a robust resource mobilisation strategy
Expected Outcome:	i. A motivated and effective workforce
	ii. Increased resource mobilisation
	iii. Increased visibility and relevancy of LASPNET through interventions
Objective 2: Str	rengthen financial management and accountability
Interventions:	i. Develop and implement a dynamic resource mobilization strategy and plan so that it develops strong sustainable financial support needed for its operations
	ii. Implement the financial management manual
	iii. Conduct risk assessment and address findings
Expected Outcome:	 A well financially managed organization



	engthen Information, Communication and Technology of the organization
Interventions:	 i. Develop and implement an effective ICT policy ii. Develop and implement a communication policy iii. Enhance ICT infrastructure for efficient delivery of services iv. Prepare and disseminate IEC materials on legal aid to the public v. Promote image of the network at all levels
Outcomes:	i. Effective and efficient intra and inter communication systems ii. Enhanced image of LASPNET as a centre of legal aid excellence

CHAPTER SIX: Strategic Measurement

6.1 Implementation framework

o.1 Implementarion iramework				
rrogrammes/ imerveniions		The name Yr Yr Yr Yr 1 2 3 4	Yr 5	COS13
ADVOCACY	-			
Objective 1: Enhance prominence of legal aid within national comprehensive development initiatives resulting in an increase of resources allocation for legal aid.	aid within national comprehensi	ive development	initiatives resulting i	n an increase
 Advocate for increased resource allocation for legal aid programs and services at all levels 	% increase in national resource allocation to legal aid		3% increase annually	172,620,000
 Organize and participate in events to disseminate legal aid best practices and achievements and demonstrate their links to the wider development agenda. 	No. of legal aid best practices disseminated		5 national dissemination meetings held	79,405,000
 Strengthen relationship with Government, key policy makers, donors, NGO's and other influential groups to demonstrate the linkages and importance of legal aid to the broader development agenda 	No. of diverse plans that have legal aid mainstreamed		5 development plans	46,607,000
Objective 2: Increase community commitment and support for legal aid	nent and support for legal aid			
i. Collaborate with the public and private sector to solicit support, commitment and share accountability for policy and laws related to legal aid through community score cards.	Proportion of public and private sector/institutions committed to supporting legal aid		10% of the public and private sectors	213,679,000

Programmes/Interventions	Impact/Output Indicators	Time frame	ame		Targets	Costs	
		Yr Yr 1 2	3 ¥	¥4	Yr 5		
ii. Collaborate with government, private sector, key policy makers and other influential groups (including media, youth groups, women's groups, religious leaders, parliamentarians, professional groups, business groups etc) and work with them to build support for legal aid.	Proportion of influential groups supporting the legal aid agenda				10% of influential groups	195,97	195,974,000
iii. Coordinate mobilization around key events, conferences, meetings and designated days to raise the profile of legal aid issues and LASPNET's work.	Increased profile of legal aid issues				20 forums organized on legal aid		158,733,000
iv. Develop sub regional and lower local level advocacy platforms	No. of advocacy platforms formed at sub-regional and lower local level				140 advocacy platforms		189,258,000
 Undertake advocacy for formulation of policies and laws that advance access to justice for all 	Number of policies and laws formulated and enacted				1 Act of Parliament 2 Legal aid policies		25,000,000
Objective 3: Strengthen capacity of LASPNET and other multi-sectoral stakeholders to advocate for legal aid	ET and other multi-sectoral stake	sholders	to ad	vocc	ite for legal a	d.	
 Develop and implement a legal aid advocacy strategy 	A legal aid advocacy strategy in place				Legal aid advocacy strategy		87,188,000
 Engage capable, influential and committed volunteers in legal aid advocacy. 	No of volunteers commited to and creating awareness about legal aid				Increased awareness about legal aid		76,314,000

Programmes/Interventions	Impact/Output Indicators	Time frame		Targets	Costs
		Yr Yr Yr 1 2 3	4 ۲ ا	Yr 5	
 Promote existing national legal aid advocacy coalitions at national and district levels. 	No. of coalitions initiated to promote legal aid			5 Coalitions	44,262,000
 Establish and implement media partnerships to enhance positive coverage of legal aid practices and services 	No. of partnerships with media promoting legal aid issues			60 media engagements on legal aid featured in print and electronic	s 71,430,000
 Research and utilize legal aid information to advocate for formulation of favorable legal aid policies 	No of legal aid studies carried that informed legal and policy formulation			5 research studies on legal aid related matters/issues	219,784,000
 Build the capacity of LASPs to advocate for legal aid issues. 	No. of trainings conducted on advocacy for legal aid			5 trainings/ workshops on legal aid	ר 258,856,000
NETWORKING AND COLLABORATION					
Objective 4: Strengthen linkages with various players in legal aid for effective collaboration and optimal use of available resources.	us players in legal aid for effective	collabora	tion ar	nd optimal use c	f available
 Operationalise the existing partnership policy to facilitate realization of desired results 	No. of partnership meetings with LASPs and non-members			5 partnership meetings	414,422,000
 Engage the LASPNET Board to streng then collaboration and partnership with Government 	No. of meetings initiated by the Board with government with institutions to improve access to legal aid			10 meetings between LASPNET Board and JLOS	221,025,000

Programmes/Interventions	Impact/Output Indicators	Time frame		Targets	Costs
		Yr Yr Yr 1 2 3	Yr Yr 4 5		
 Collaborate with different stakeholders to facilitate LASPs in synergizing efforts 	% increase among stakeholders collaborating with LASPs to improve access to legal services			5% collabora- tions of LASPs and other stakeholders	193,397,000
 Engage JLOS Secretariat through participation in the sector activities and LASPNET initiated activities 	No. of activities where JLOS and LASPNET jointly participates			10 events/ meetings/ activities	
RESEARCH AND KNOWLEDGE MANAGEMENT	L				
Objective 5: Strengthen research, M & E capacity of the organization	upacity of the organization				
 Develop and implement a Monitoring and Evaluation framework 	No. of performance assessments conducted for interventions			5 programme outcome evaluations	88,410,000
 Establish partnership with stakeholders to conduct research in legal aid, access to justice, rule of law, social justice, governance and human rights related issues 	No. of legal aid partners involved in joint research			10 legal aid partners	60,782,000
Objective 6: Improve documentation and dissemination of legal aid information	dissemination of legal aid informa	ition			
 Conduct research and produce case studies to inform policy positions and influence policy makers 	No. of research studies conducted to support policy development			5 Action research studies	243,128,000
 Carry out documentation and sharing of experiences, best practices and lessons learned 	No. of best practices documented and shared			5 best practices shared	138,141,000

Programmes/Interventions	Impact/Output Indicators	Time frame	e		Targets	Costs
		Yr Yr 1 2	Yr Yr 3 4	5.¥		
 Provide media with evidence based information to highlight legal aid issues 	No. of media outlets with whom research findings are shared				20 print and electronic media outlets	85,647,000
 Facilitate data collection, analysis and utilisation for programming 	No. of data analysis reports generated and disseminated				20 data analysis program reports	176,820,000
 Create demand for information and data use 	No. of LASPs that utilize legal aid data				25 LASPs	93,936,000
STRENGTHENING INSTITUTIONAL CAPACITY (ACITY OF LASPNET					
Objectives 7: Strengthen the human resour	n resource capacity of the organization					
 Promote good governance and leadership of staff and board 	No. of staff meetings with action points on strengthening management systems No. of board meetings aimed at strengthening LASPs involvement				60 manage- ment meet- ings 20 Board meetings	36,248,000
 Implement the human resource manual 	No. of showing interventions adherence to HR manuals and procedures				2 HR performance review practices	27,628,000
 Review work systems and procedures including staff utilization 	No. of work systems and procedure reviews conducted				5 work systems and procedures reviewed	84,542,000

Programmes/Interventions	Impact/Output Indicators	Time frame		Targets	Costs
		Yr Yr Yr 1 2 3	Yr Yr 4 5		
 Develop and implement a performance management system 	No. of staff performance appraisals held annually			10 staff performance appraisals held annually	43,597,000
 Review and implement the job evaluation report 	No. of job evaluation report recommendations implemented			5 job evaluation report recommen- dations acted on	19,340,000
 Provide a conducive working environment 	No. of new staff welfare improvement interventions			5 new staff welfare improvement interventions	92,278,000
vi. Enhance staff skills and competencies	No. of trained staff based on skills gap assessment reports			15 staff training in- house and external	138,141,000
Objective 8: Strengthen financial manage	anagement and accountability				
 Develop and implement a dynamic resource mobilization and plan so as to develop strong sustainable financial support needed for its operations 	A resource mobilisation strategy in place No. of agencies funding LASPNET			1 Resource mobilisation strategy 5 new donors / funding agencies	67,413,000
 Implement the financial management manual 	No. of unqualified audit reports			5 unqualified audit report	18,103,000

Programmes/Interventions	Impact/Output Indicators	Time frame	Targets	Costs
		Yr Yr Yr Yr Yr 1 2 3 4 5		
 Conduct risk assessment and address findings 	No. of risk assessment reports implemented		5 risk assessment reports	102,224,000
Objective 9: Strengthen Information, Comr), Communication and Technology (ICT) capacity of the organization	capacity of the orgo	anization	
 Develop and implement an effective ICT policy 	ICT policy developed and implemented		ICT policy	71,833,000
 Develop and implement a communication policy 	Communication policy developed and implemented		Communica- tion policy	96,699,000
 Develop and implement a legal aid information management system 	Legal aid information management systems (LAIMS) developed and implemented		1 Information manage- ment system	121,564,000
 Enhance ICT infrastructure for efficient delivery of services 	No. of stakeholders accessing legal aid information through the information management system (LAIMS)		100 Stakeholders reporting	38,679,000
 Prepare and disseminate IEC materials on legal aid to the public 	No. of legal aid IEC materials disseminated		10 sets of legal IEC materials	138,141,000
 Promote image of the network at all levels 	No. of publicity initiatives for visibility implemented		5 publicity initiatives through print and electronic channels	34,259,000

6.2 Monitoring and Evaluation Framework

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
Vision: A free and just society	Proportion of the population accessing justice	LAMIS Reports JLOS annual reports	Government will progressively enact a harmonized law on legal aid
Mission : Provide platform for effective networking and collaboration to enhance legal service delivery and access to justice by the most vulnerable and marginalized Ugandans.	% increase of legal aid service providers collaborating and networking	LAMIS reports	Both public and private legal aid service providers will be motivated to participate in joint advocacy and partnerships
Goal: Improve networking, collaboration and coordination among legal aid service providers in Uganda	% increase of legal aid service providers collaborating and networking	LAMIS reports	Both public and private legal aid service providers will be motivated to participate in joint advocacy and partnerships
Strategic Objectives			
SO 1: Enhance prominence of legal aid within national development initiatives resulting in an increase of resource allocation for legal aid.	Legal and policy promulgated	JLOS annual reports	Government maintains legal aid as top priority service for the vulnerable populations to protect livelihoods
SO 2: Increase community commitment and support for legal aid	No. of community interventions designed or supported	Annual program reports	LASPNET designs and provides the interventions to LASPs to implement

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
SO 3: Strengthen capacity of LASPNET and other multi-sectoral stakeholders to advocate for legal aid.	No. of advocacy capacity building interventions for LASPs conducted	Annual programme reports	Legal aid is a human right issue which entails intergrating broad aspects especially social justice
SO 4: Strengthen linkages with various players in legal aid for effective collaboration and optimal use of available resources.	No. of stakeholders collaborating and sharing resources for service provision		Donors increase funding allocation to legal aid and human rights protection for the marginalized
SO 5: Strengthen research, M & E capacity of the organization	No. of programmes implemented based on research findings No. of M&E reports produced	Research reports, M&E Reports	Availability of funding for research on legal aid
SO 6: Improve documentation and dissemination of legal aid information	No. of dissemination fora held	Information dissemination reports	LASPNET utilises both internally and externally organized forum to share legal aid information
SO 7: Strengthen the human resource capacity of the organization	No. of staff with related competencies employed	Annual staff appraisals	LASPNET will continue to attract skilled staff who share its values
SO 8: Strengthen financial management and accountability	No. of unqualified audit reports	Audit reports	Financial and procurement manuals and procedures are not flouted
SO 9: Strengthen Information, Communication and Technology (ICT) capacity of the organization	Level of utilization of ICT in networking	Reports and information shared online	LASPNET will establish a virtual resource centre and stakeholders have access to ICT services

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
Interventions Interventions under SO 1.			
 Advocate for increased resource allocation for legal aid programs and services at all levels 	% increase in funding to JLOS by government	Annual national development plans	JLOS is growing in significance in the development of the country
ii. Organize and participate in events to disseminate legal aid best practices and achievements and demonstrate their links to the wider development agenda.	No. of events to disseminate legal aid best practices and achievements	Legal aid dissemination reports	Legal aid is taken as a panacea to national development
iii. Strengthen relationship with Government, key policy makers, donors, NGO and other influential groups to demonstrate the linkages and importance of legal aid to the broader development agenda	No. of joint LASPNET meetings held with Government, key policy makers, donors, NGO and other influential groups	Annual reports, Quarterly reports	Initiations of partnership should be either by LASPNET or LASPs
Interventions under SO 2			
 Collaborate with public and private sector to solicit support; commitment and share accountability for policy and lawsrelated to legal aid through community score cards. 	No. of public-private partnerships formed	Memorandums of understandings	Government policy promotes public private partnerships (PPP)

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
ii. Collaborate with government, private sector, key policy makers and other influential groups (including media, youth groups, women's groups, religious leaders, parliamentarians, professional groups, business groups etc) and work with them to build support for legal aid.	No. of collaborations initiated and implemented to foster legal aid provision	Annual program reports	Legal aid remains a top priority among stakeholders
iii. Coordinate mobilization around key events, conferences, meetings and designated days to raise the profile of legal aid issues and LASPNET's work.	No. of events conducted for mobilisation of stakeholders to raise voices on legal aid	Annual program reports	Legal aid remains a top priority among stakeholders
iv. Developing sub regional and lower local level advocacy platforms	No. of legal aid platforms for advocacy developed	Annual program reports	Legal aid remains a top priority among stakeholders
 v. Undertake Advocacy for formulation policies and laws that advance access to justice for all 	Number of policies and laws formulated and enacted	Midterm review assessment report	Government continue to priorities legal aid in increasing access to justice
Interventions under SO 3			
i. Develop and implement a legal aid advocacy strategy	No. of advocacy strategies for advancing legal aid	Legal aid advocacy strategy	LASPs remain focused on legislation despite the slow progress

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
ii. Engage capable, influential and committed volunteers in legal aid advocacy.	No. of volunteers in legal aid advocacy recruited.	Data base of volunteers in legal aid advocacy.	Volunteerism spirit
iii. Promote existing national legal aid advocacy coalitions at national and district levels.	No. of existing national legal aid advocacy coalitions	MOUs	Spirit of working together among actors is still strong
iv. Establish and implement media partnerships to enhance positive coverage of legal aid practices	No of media partnerships developed	MOUs	Media view legal aid as critical issue in the country
 Research and utilize legal aid information to advocate for formulation of favorable legal aid policies 	No. of research studies conducted on legal aid	Research reports	Legal aid is broad and that it require new knowledge
vi. Build the capacity of LASPs to advocate for legal aid issues.	No. of LASPs trained in legal aid advocacy	Training reports	Most LASPs have staff without legal background
Interventions under SO 4			
i. Operationalise existing partnership policy to facilitate realization of desired results	Approved Partnership policy	Partnership policy	Public-private partnership policy utilized to advance legal aid cause
ii. Engage LASPNET board to strengthen collaboration and partnership with Government	No. of Board initiated partnership collaborations	Minutes of meetings with government	Board will create time to engage government agencies

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
iii. Collaborate with different stakeholders to facilitate LASPs in synergizing efforts	No of meetings with stakeholders on different legal aid aspects	Minutes of collaborations	LASPs keep committed to networking to realize their goals
iv. Engage JLOS Secretariat through participation in the sector activities and LASPNET initiated activities	No. of engagements with the JLOS institutions	Meetings and for a attended	LASPNET and JLOS keep the collaboration top priority
Interventions under SO 5			
i. Develop and implement Monitoring and Evaluation framework	A M&E Framework	M&E Reports	This will be embedded into the LAISM
ii. Establish partnership with stakeholders to conduct legal aid research	No. of partners collaborating in legal aid research	Research reports	Partners value collaboration on research
Interventions under SO 6			
 Conduct research and produce case studies to inform policy positions and influence policy makers 	No. of research studies conducted	Research reports	Need for research still high
ii. Carry out documentation and sharing of experiences, best practices and lessons learned	No. of documented practices disseminated	Dissemination reports	LASPs and stakeholders will replicate best practices in legal aid
iii. Provide media with evidence based information to highlight legal aid issues	No. of legal aid articles shared through the media	Published articles	Media is motivated to highlight the plight of the vulnerable & marginalized

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
iv. Facilitate data collection, analysis and utilisation for programming	No. of monitoring and evaluation reports	M&E Reports	LASPNET institutionalises M&E as integral part of its systems
 V. Create demand for information and data use 	No. of LASPs and other stakeholders using data	Recording of request for data	Both physical and virtual resource centers are accessible
Interventions under SO 7			
i. Promote good governance and leadership of staff and board	No. of Board and management meetings held with 10 actions points	Board and management minutes	Guided by the network constitution and management practices
ii. Implement human resource manual	No. of decisions taken in implementing HR plans	Minutes on HR related issues	HR manual reviewed to suit the changing demands
iii. Review work systems and procedures including staff utilization	No. of work systems and procedures reviewed	Minutes for review of work systems and procedures	Management and Board have it on agenda annually
iv. Develop and implement performance management system	Functional performance management system	Annual performance reports	Board puts it as top priority at end of every year
v. Review and implement job evaluation report	No of job evaluation reports	Job evaluation reports	Becomes routine organisation asset
vi. Provide a conducive working environment	No. of logistics and reward systems in place	logistics and reward systems	Development partners consider logistics for every program funded
vii. Enhance staff skills and competencies	No. of staff trained	Training reports	Both in-house and external training encouraged by management

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
Interventions under SO 8			
 i. Develop and implement a dynamic resource mobilisation strategy so as to develop strong sustainable financial support needed for its operations 	Dynamic Resource mobilization strategy	Dynamic resource mobilisation plan	Diverse mechanism and strategies are provided for mobilising funds
ii. Implement financial management manual	No. of unqualified audit reports	audit reports	Qualified and competent financial staff in place
iii. Conduct risk assessment and address findings	No. of risk assessment reports	Risk assessment reports	Findings of the assessment implemented and feedback provided
Interventions under SO 9			
i. Develop and implement an effective ICT policy	A functional ICT policy	ICT policy	Funds available for implementation
ii. Develop and implement a communication policy	A functional communication policy	Communication policy	Management must be committed to utilize improved communication models
iii. Develop and implement legal aid information management systems	Functional legal aid information management systems	legal aid information management systems	Funds available for implementation
iv. Enhance ICT infrastructure for efficient delivery of services	Functional ICT infrastructure	ICT infrastructure	Funds available for implementation
v. Prepare and disseminate IEC materials on legal aid to the public	No. of IEC materials on legal aid developed and disseminated	IEC materials on legal aid	Funds available for implementation

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
vi. Promote image of the network at all levels	Strength of LASPNET image	Audience perception	Funds available for implementation
Outcomes/Impact			
Outcomes for SO 1:			
 increased resources allocated to legal aid including access to justice 	% increase in JLOS funding allocation	Annual national budget	JLOS will stay focused on its commitment to legal aid policy
ii. Legal aid mainstreamed in national development and policy documents.	No. of legal provisions in the national development plan	National development plan	Policy makers and planners prioritise legal and as key to access to justice
Outcomes for SO 2			
 i. Increased community understanding and commitment to legal aid 	Level of community commitment	Satisfaction reports	Funds available for implementation
ii. Increased Government commitment (National and Local) on legal aid.	Level of government commitment to promoting legal aid	National policies and plans	Government continues to develop and decentralize legal systems and infrastructures
Outcomes for SO 3:			
Harmonised and favorable legal aid laws and policies	No. of laws and policies enacted	Legal instruments	Politicians stay commited to passing the legal aid bills and draft policy
Outcomes for SO 4:			
Optimal utilization of partnerships	No. of partnerships for legal aid	MOU's Annual reports	Legal aid partners realize the value addition in partnerships

Narrative Summary	Objectively Verifiable Indicators	Sources & Means of Verification	Key Assumptions/Risks
Outcomes for SO 5:			
Availability of quality data and information for decision making	No of data analysis reports	Legal aid analysis reports	A designated staff will regularly analyse the data
Outcomes for SO 6:			
Increased use of data for decision and policy making	No. of evidence base policies and plans	evidence base policies and plans	Both public and private service providers will access data
Outcomes for SO 7:			
A motivated and effective workforce	No. of staff hired and retained	Pay roll and staffing lists	Funds available for recruitment and retention
Increased resourced mobilisation	% increase in funds mobilized annually	Annual budgets and expenditure analysis	More development partners are interested in supporting LASPNET
Outcomes for SO 8:			
Well financially managed organization	No. of unqualified audit reports	Audit reports	Constantly upgrade the financial systems i.e GAAP standards
Outcomes for SO 9:			
Effective and efficient intra and inter communication systems	Functional internet based communication systems	intra and inter communication systems	Funds are available to establish a web based internal and external system
Enhanced image of LASPNET as a centre of legal aid excellence	Increased level of satisfaction of LASPs with LASPNET services	LASPs satisfaction survey reports	LASPNET will make it an annual activity

dget	
tion Plan/Bu	
nplementati	
6.3 Costed In	

Programmes/Interventions		Budget (UGX), '000	000, '(XS			Total Costs ('000)
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Objective 1: Enhance prominence of legal aid within national comprehensive development initiatives resulting in an increase of resources allocation for legal aid.	iational co	mprehensi	ve develo	oment init	iatives reș	sulting in
Advocate for increased resources allocation for legal aid programs and services at all levels	25,000	27,500	33,000	39,600	47,520	172,620
Organize and participate in events to disseminate legal aid best practices and achievements and demonstrate their links to the wider development agenda.	11,500	12,650	15,180	18,216	21,859	79,405
Strengthen relationship with Government, key policy makers, donors, NGO and other influential groups to demonstrate the linkages and importance of legal aid to the broader development agenda	6,750	7,425	8,910	10,692	12,830	46,607
Sub-Total - Objective 1	43,250	47,575	57,090	68,508	82,210	298,633
Objective 2: Increase community commitment and support for legal aid	oport for le	gal aid				
Collaborate with public and private sector to solicit support, commitment and share accountability for policy and laws related to legal aid through community score cards.	35,000	38,500	42,350	46,585	51,244	213,679
Collaborate with government, private sector, key policy makers and other influential groups (including media, youth groups, women's groups, religious leaders, parliamentarians, professional groups, business groups etc) and work with them to build support for legal aid.	32,100	35,310	38,841	42,725	46,998	195,974

Coordinate mobilization around key events, conferences, meetings and designated days to raise the profile of legal aid issues and LASPNET's work.	26,000	28,600	31,460	34,606	38,067	158,733
Develop sub regional and lower local level advocacy platforms	31,000	34,100	37,510	41,261	45,387	189,258
Undertake Advocacy for formulation of policies and laws that advance access to justice for all	5,000	5,000	5,000	5,000	5,000	25,000
Sub-Total - Objective 2	129,100	141,510	155,161	169,177	186,695	792,643
Objective 3: Strengthen capacity of LASPNET and other multi-sectoral stakeholders to advocate for legal aid	-sectoral st	akeholders [.]	to advocate	e for legal	aid	
Develop and implement legal aid advocacy strategy	45,000	22,500	11,250	5,625	2,813	87,188
Engage capable, influential and committed volunteers in legal aid advocacy.	12,500	13,750	15,125	16,638	18,301	76,314
Promote existing national legal aid advocacy coalitions at national and district levels.	7,250	7,975	8,773	9,650	10,615	44,262
Establish and implement media partnerships to enhance positive coverage of legal aid practices	11,700	12,870	14,157	15,573	17,130	71,430
Research and utilize legal aid information to advocate for formulation of favorable legal aid policies	36,000	39,600	43,560	47,916	52,708	219,784
Build the capacity of LASPs to advocate for legal aid issues.	42,400	46,640	51,304	56,434	62,078	258,856
Sub-Total - Objective 3	154,850	143,335	144,169	151,835	163,644	757,833
Objective 4: Strengthen linkages with various players in legal aid for effective collaboration and optimal use of available resources.	aid for effe	ctive collab	oration and	d optimal u	se of avai	lable
Operationalize existing partnership policy to facilitate realization of desired results	75,000	78,750	82,688	86,822	91,163	14,422
Engage LASPNET board to strengthen collaboration and partnership with Government	40,000	42,000	44,100	46,305	48,620	221,025

Collaborate with different stakeholders to facilitate LASPs in synergizing efforts	35,000	36,750	38,588	40,517	42,543	193,397
Sub-Total - Objective 4	150,000	157,500	165,375	173,644	182,326	828,845
Objective 5: Strengthen research, M & E capacity of the organization	rganizatior					
Develop and implement Monitoring and Evaluation framework	16,000	1 6,800	17,640	18,522	19,448	88,410
Establish partnership with stakeholders to conduct legal aid research	11,000	11,550	12,128	12,734	13,371	60,782
Sub-Total - Objective 5	27,000	28,350	29,768	31,256	32,819	149,192
Objective 6: Improve documentation and dissemination of legal aid information	of legal aid	information				
Conduct research and produce case studies to inform policy positions and influence policy makers	44,000	46,200	48,510	50,936	53,482	243,128
Carry out documentation and sharing of experiences, best practices and lessons learned	25,000	26,250	27,563	28,941	30,388	138,141
Provide media with evidence based information to highlight legal aid issues	15,500	16,275	17,089	17,943	18,840	85,647
Facilitate data collection, analysis and utilisation for programming	32,000	33,600	35,280	37,044	38,896	176,820
Create demand for information and data use	17,000	17,850	18,743	19,680	20,664	93,936
Sub-Total - Objective 6	133,500	140,175	147,184	154,543	162,270	737,672

Objectives 7: Strengthen the human resource capacity of the organization	of the orgar	iization				
Promote good governance and leadership of staff and board	6,560	6,888	7,232	7,594	7,974	36,248
Implement human resource manual	5,000	5,250	5,513	5,788	6,078	27,628
Review work systems and procedures including staff utilization	15,300	16,065	16,868	17,712	18,597	84,542
Develop and implement performance management system	7,890	8,285	8,699	9,134	9,590	43,597
Review and implement job evaluation reports	3,500	3,675	3,859	4,052	4,254	19,340
Provide a conducive working environment	16,700	17,535	18,412	19,332	20,299	92,278
Enhance staff skills and competencies	25,000	26,250	27,563	28,941	30,388	138,141
Sub-Total Objective 7	79,950	83,948	88,145	92,552	97,180	441,774
Objective 8: Strengthen financial management and accountability	countability					
Develop and implement a dynamic fundraising plan so it develops strong sustainable financial support needed for its operations	14,900	14,155	13,447	12,775	12,136	67,413
Implement financial management manual	4,200	4,410	4,631	4,862	5,105	18,103
Conduct risk assessment and address findings	18,500	19,425	20,396	21,416	22,487	102,224
Sub-Total Objective 8	37,600	37,990	38,474	39,053	39,728	187,740

Objective 9: Strengthen Information, Communication and Technology (ICT) capacity of the organization	d Technoloç	gy (ICT) cap	acity of the	organizatio	C	
Develop and implement an effective ICT policy	13,000	13,650	14,333	15,049	15,802	71,833
Develop and implement a communication policy	17,500	18,375	19,294	20,258	21,271	96,699
Develop and implement legal aid information management systems	22,000	23,100	24,255	25,468	26,741	121,564
Enhance ICT infrastructure for efficient delivery of services	7,000	7,350	7,718	8,103	8,509	38,679
Prepare and disseminate IEC materials on legal aid to the public	25,000	26,250	27,563	28,941	30,388	138,141
Promote image of the network at all levels	6,200	6,510	6,836	7,177	7,536	34,259
Sub-Total for Objective 5	90,700	95,235	99,997	104,997	110,246	501,175
Personnel Costs						
Salaries	359,852	377,845	396,737	416,574	437,402	1,988,409
NSSF (17%)	35,985	37,784	39,674	41,657	43,740	198,841
Medical allowance for Staff	3,599	3,778	3,967	4,166	4,374	19,884
Sub-Total Personnel Costs	399,436	419,408	440,378	462,397	485,517	2,207,134

Other direct and indirect costs						
AGM	45,000	47,250	49,613	52,093	54,698	248,653
Board meetings	4,000	4,200	4,410	4,631	4,862	22,103
Rent	12,000	12,600	13,230	13,892	14,586	66,308
Utilities	6,000	6,300	6,615	6,946	7,293	33,154
Fuel	24,000	25,200	26,460	27,783	29,172	132,615
Vehicle maintenance	12,000	12,600	13,230	13,892	14,586	66,308
Equipment and supplies	6,069	6,372	6,691	7,026	7,377	33,535
External audit	5,530	5,807	6,097	6,402	6,722	30,557
Travel - foreign trips	9,036	9,488	9,962	10,460	10,983	49,930
Per diem for staff in country	6,000	6,300	6,615	6,946	7,293	33,154
Sundries						
Sub-Total Direct and indirect costs	129,635	136,117	142,923	150,069	157,572	716,315
GRAND TOTAL	1,375,021	1,431,142	1,508,662	1,599,030	1,700,206	7,608,955



ANNEXES

1. Analysis of funding Priorities by Development Partners

The current funding for legal aid by development partners targets broad areas as outlined below;

- i. Funding Paralegal advisory Services, Criminal public defence and legal education.
- ii. Democracy and Governance systems strengthened and made more accountable. Coordination between administrative and management units; local council courts and Magistrate courts, and traditional land dispute resolution mechanisms;
- iii. Protection and realisation of the human rights and the dignity of marginalised girls, boys, women and men.
- iv. Working with national civil society organizations to conduct strategic evidence based advocacy.
- v. Legal support to survivors of conflict and gender based violence
- vi. Law library /resource center with computers and supplies of books.
- vii. Litigation fund for needy clients

Other sources of income are available

Non-traditional donors	Income-generation / social enterprise
Corporate Companies through corporate social responsibility	User service fees for legal aid at the clinic
Cost share contribution	Training centre for Legal aid
Fundraising through dinners, auctioning and exhibitions	Resource Centre membership fees

2. Restructured Organisation Structure for Short term and Long term

i. Restructured Organisation Structure for at least one year to allow take-off of the new Strategic Plan







LEGAL AID SERVICE PROVIDERS NETWORK

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